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Investigation of Factors Affecting Employees' Turnover in Small/Medium Enterprises (SMEs) Jordanian Context

By

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Dedication

This project is dedicated to:

My parents, truly your love, support, and encouragement, not only made this possible but also made it worthwhile: You are one of a kind
To my twin soul, Faris who I miss him always
To My sun who is bright always for me
My brothers… My family
And every one love me

Abdulmajeed Saad Albalawi

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Abdulmajeed Saad Albalawi

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List of Abbreviations

ALT	Job Alternative Opportunities
COM	Organizational Commitment
GDP	Gross Domestic product
ILO	International labor Organization
PLS	Partial Least Square
POS	Perceived Organization Support
QIZs	Qualified industrial Zones
SAT	Job Satisfaction
SEM	Structured Equation Model
SMEs	Small Medium Enterprises
SPSS	Statistical Package for Social Sciences
STR	Job stress
TUR	Turnover Intention

Abstract

Investigation of Factors Affecting Employees' Turnover in Small/Medium Industrial Enterprises (SMEs) Jordanian Context

Abdulmajeed Saad Albalawi
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This study is concerned with examine the main factors relating to employees' turnover intention this is done by: First, examining the extent to which perceived organizational support, job satisfaction, job stress, perceived alternative opportunities and affective commitment are directly related to the turnover intention. Second, examining the extent to which the preceding factors are related directly to organizational commitment and this later to turnover intention. Third, examining the extent to which the used independent variables are related indirectly to turnover intention in other words by taking the mediating effect of organizational commitment.

To achieve the study objectives a questionnaire was designed and distributed to 267 employee in the Jordanian SMEs. The obtained data was analyzed using SmartPLS

The results of this study revealed that job satisfaction and perceived organizational support have a direct positive effect on organizational commitment. While, perceived alternative opportunities have a direct and negative effect on organizational commitment, job stress has no effect on organizational commitment.

However, all the used independent variables didn't show any significant direct or indirect (through the mediating effect of organizational commitment) effect on turnover intention. But it is important to refer that both job satisfaction and perceived organizational support have a negative significant total (direct and indirect) effect on turnover intention. Finally, perceived alternative opportunities have a positive job stress has no total effect on turnover intention.

Based on the research findings and conclusions, a number of recommendations, limitations and future researches are proposed.

الملخص

تقصي العوامل المؤثرة على تسرب العمال في المؤسسات الصناعية الصغيرة والمتوسطة في الأردن

عبد المجيد سعد البلوي

جامعة مؤتة، 2011

هدفت هذه الدراسة إلى تحديد أهم العوامل المؤثرة على التسرب الوظيفي فـي المؤسسات الصناعية الصغيرة والمتوسطة في الأردن وذلك من خلال: أولاً، فحص الأثر المباشر لكل من العوامل المستقلة التالية: الرضا الوظيفي وضغط العمـل و فرص العمل البديلة والدعم التنظيمي على تسرب العمل. ثانيا، فحص التأثير المباشر للعوامل المستقلة السابقة الذكر على الولاء الوظيفي. ثالثا، فحص التأثير الغير مباشر للعوامل المستقلة على التسرب الوظيفي من خلال الولاء الوظيفي كمتغير وسيط.

لتحقيق هذه الأهداف تم فحص عينة شـملت 267 عـاملا مـن المؤسـسات الصغيرة والمتوسطة بالأردن.

أظهرت نتائج الدراسة أن الرضا الوظيفي والدعم التنظيمي قد اظهـرا أثـرا ايجابيا وذا دلالة إحصائية على الولاء الوظيفي, بينما كان للفرص البديلة للعمل أثرا سلبيا على هذا الأخير في حين لم يظهر ضغط العمل أي أثر معنوي علـى الـولاء الوظيفي.

المتغيرات المستقلة إجمالاً لم تظهر أي اثر مباشر أو غيـر مباشـر علـى التسرب الوظيفي, لكن تجدر الإشارة إلى أن كلا مـن الرضـا الـوظيفي والـدعم الإداري كان لهما أثرا كليا (مباشر+ غير مباشر) موجبا على دوران العمل. أخيرا في حين اظهر ت الفرص البديلة أثرا كليا معنويا وسالبا على التسرب الوظيفي فلـم يظهر ضغط العمل أي اثر معنوي على هذا الأخير. اعتمادا على نتائج واستنتاجات البحث فقد تم تقديم عدد من التوصيات إلى جانب اقتراح بعض الدراسات المستقبلية.

Chapter One
Theoretical Background

1.1 Introduction

The high productivity and performance of most organizations could not be realized without employees' support and contribution. This is because employees are partially responsible for the achievement of organizations' goals and strategies (Samad, 2006). Furthermore, in today's business world there has been a dramatic change in the psychological contract between employer and employee (Templer and Cawsey, 1999). Wherefore, the nature of relationship between employee and employer changed.

Moreover, the current century has witnessed major world changes in all aspects of life, economical, social, political and cultural which make the retention of qualified employees a big problem in a number of industries mainly small and medium. Even in times of economic downturn, when unemployment is high and it seems like employers have their pick of workers, the competitive advantages of keeping staff outweigh those of having to hire new staff (Bramble, 2010).

Actually, poor retention and high turnover are extremely costly on many fronts. Sutherland and Jordaan (2004) argued that there is an enormous cost in both financial and non- financial terms when these key resources leave the organization (Not only that organizations lose their valuable skills; it could even be that the company's competition gains these skills to use against them). In addition there are the costs of employing and training new personnel for the position, which can also take a significant amount of time.

In fact the recent financial crisis that began in the US then spread to affect almost every country in the world had a significant effect on employees' employment and turnover in many organizations. Barker and Hadi (2010) argued that ten months into the recession that began in December 2007, job losses accelerated. With the worsening of the crisis in the financial sector in late 2008, employees in most industries felt the impact. Payroll employment losses accelerated, and the largest one month job loss (779,000) of the recession occurred in January 2009 in USA. Employment declines moderated throughout the rest of the year.

SMEs are the backbone of any developing economy. SMEs over the world remain buoyant despite mounting economy and social hardships (Fariselli, 1999). Furthermore, economists agree that SMEs play a vital role in the socio-economic fabric over the world (Fink, 1998).

1.2 Research Context

Sziraczki et al, (2009) stated "Despite efforts to avoid retrenchments, there has been a definite increase in job losses, particularly in terms of a reduction in wage employment. The most recent national data indicate a significant employment impact in the manufacturing sector for a number of countries. As expected, millions of workers in key export industries in the region have been retrenched. Many of these workers were employed in SMEs which supply larger firms in national, regional and global production chains". In this sector of industrial SMEs is the mostly affected sector by the financial crisis in job losses in Asia.

1.3 Problem statement

SMEs exert a strong influence on the economies of all countries, particularly in the developing ones. Mulhern (1995) reported that the SMEs have been a major engine in economic growth, innovation and technological progress.

Many companies in today's business life suffer from the high costs of employee turnovers; this fact motivates the researcher to investigate the turnover issue and to explore the main factors that lead to this phenomenon.

In addition, most previous studies were conducted pre-financial crisis. However, the current research will treat this issue from a post-financial crisis viewpoint. Therefore, this problem can be summarized in the following main question: **"What are the main factors affecting Jordanian employee intention to leave their work in SMEs?"**

1.4 The Objectives of the Study

The main objectives of this research can be summarized in the following points:

1. To empirically examine the nature of employee turnover tendency for Jordanian SME's employees.
2. To assess the Jordanian SMEs' employees commitment to their organizations.
3. To empirically investigate the mediating effect of *Organizational Commitment* between the independent variables (*Job Stress, Job Satisfaction, Organization Support and Job Alternative Opportunities*) and *Turnover* as a dependent variable for Jordanian SMEs' employees.

1.5 The Importance of the Study

The importance of this study can be highlighted for the following:

1. The high cost of employees' turnover, which threatens many companies, motivates the researcher to conduct a study on this subject.
2. The lack of studies concerning the turnover subject in Jordanian companies.

3. The harmful effects of the recent financial crisis forced many companies to downsize and reduce the number of their employees'. In fact, most of the previous studies were conducted before the recent financial crisis. However; this study will be performed after this crisis.
4. SMEs are the most important engine for sustainable economic growth in Jordan and the current estimates place the percentage of SMEs in the Jordanian economy at 98.7% (Ministry of industrial and trade (2010)), which motivate the researcher to investigate the turnover issue on this sector.

Chapter Two
Theoretical Framework and Previous Studies

2.1 Introduction

This chapter is divided into the following sections: First, a theoretical framework that illustrates the basic concepts concerning the turnover, organizational commitment, job satisfaction, job stress, and job perceived alternative opportunities and organizational support. Second, a presentation of the previous studies related to the context, which help finally for the construction and development of the study's model and hypotheses.

2.2 Theoretical Framework

2.2.1 An overview of Employ Turnover

To understand the nature of employee turnover it is necessary to define first the terminology. While, there are many definitions of employee turnover and in light of the purpose of this study turnover can be defined as "the cessation of membership in an organization by an individual who received monetary compensation from the organization" (Mobley, 1982). This definition includes many points that need to be discussed. First, the focus is on cessation or separation from an organization and not on related but distinct issues of accession, transfer, or other internal movement within an organization.

Second, the focus is on employees, who receive monetary compensation from the organization as a condition of membership. Given this general definition of employee turnover and according to (The Nature of Employee Turnover, 2002) there are four distinct categories of turnover that a company must consider:

1. **Voluntary separations**: Termination of the employment relationship initiated by the employee.
2. **Layoffs**: Suspensions from payroll that are initiated by the employer due to an economic slowdown.
3. **Discharges**: Permanent termination of employment for disciplinary reasons.
4. **Other**: Retirement, death, and permanent disability.

Of these four categories, voluntary separations are the most problematic for companies because the employee controls the separation, and often times the company's investment in the employee is being lost to one of its competitors (The Nature of Employee Turnover, 2002).

2.2.2 Consequences of Turnover

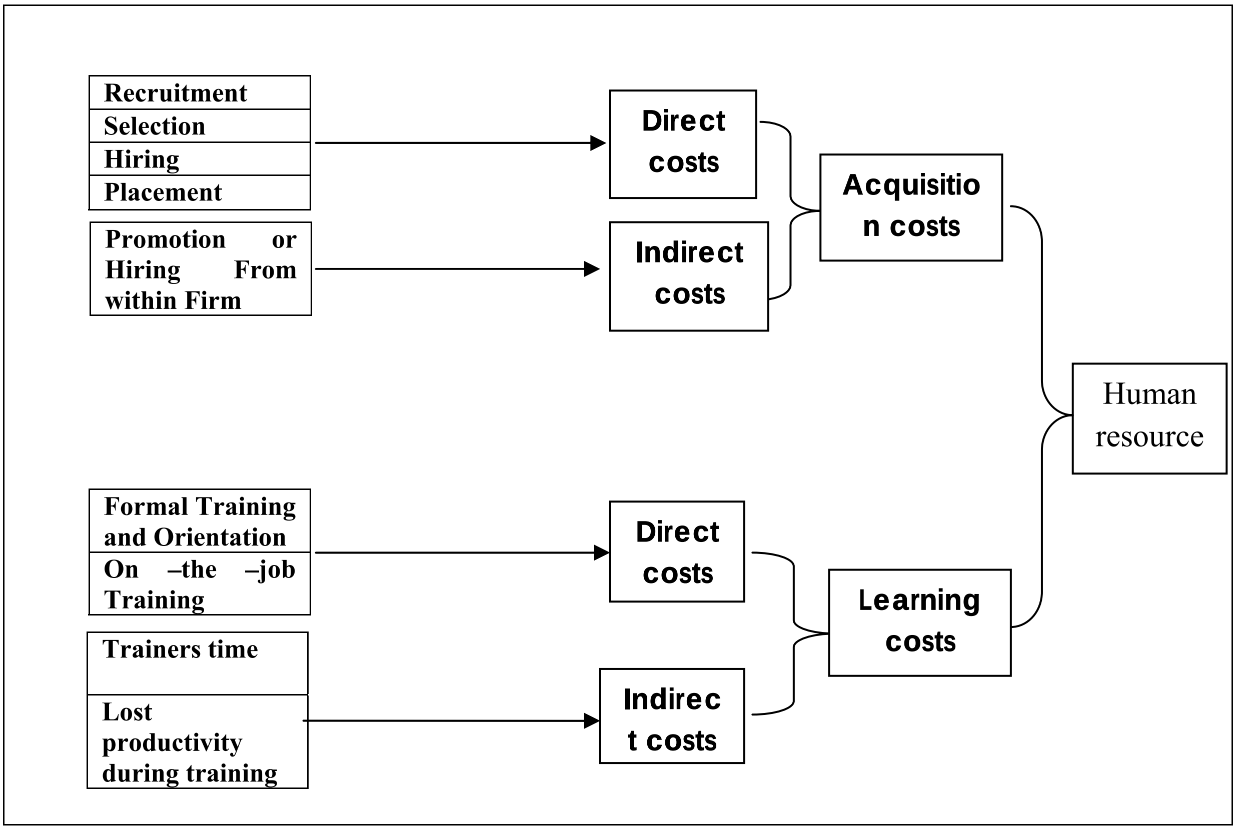
Many turnover researchers acknowledged that "turnover is not all bad" most do not systematically deal with the individual or organizational consequences of turnover.

Potential Negative Organizational Consequences

1. Cost

The most frequently studied organizational consequence of turnover is monetary cost Mobley (1982). What is clear from studies of the cost of turnover is that turnover is expensive (Flamholts, 1973; 1974) presents models for measurement of original and replacement human resources costs. Figure (2.1) summarizes the (original cost) and replacement costs that represent the sacrifice that would have to be incurred today to replace human resources presently employed and include costs attributable to the turnover of a present employee and the costs of acquiring and developing a replacement (Flamholts, 1974).

Figure (2.1)
Original cost and replacement costs



Source: (Flamholtzbnb,1974)

Recruitment costs include advertising, travel, agency fees campus recruiting, and administrative costs. Selection costs include interviewing,

reference checks, testing assessment centers, and related administrative costs. Hiring and placement costs include physicals, moving and travel, and related administrative costs. Learning costs include orientation, formal and on-the-job training, trainers time, and lost productivity among other people during the training of a newcomer. Separation costs include costs of out-processing, separation pay if applicable, and the costs associated with a vacant position and any decrement in performance prior to separation Identification of original investment and replacement costs is important in estimate the cost of turnover.

2. Disruption of performance

Flamholts (1974) identified indirect performance costs associated with separation costs: loss of efficiency on the part of the leaver prior to separation, and cost of having a position vacant during the search for a replacement. However, other performance costs may be involved. To the extent that the leaver had unique skills or occupied a pivotal position, the loss may have a ripple effect on performance far beyond the vacant position, and this effect may continue until the replacements become fully functional. To the extent that others must pick up the slack, their own performance may suffer. Further, depending on the quality of the replacement relative to the leavers, loss of high performers or high-potential individuals can have a lingering effect on the organization.

3. Decline moral

Turnover may negatively affect the attitudes of those who remain. Turnover may by itself stimulate additional turnover by causing a decline in attitudes and by highlighting the fact that alternative jobs may be available (Staw, 1980). Thus employees who previously were not seeking alternative jobs may begin to search for them (Mobley, 1977).

4. Strategic opportunity costs

Turnover can have a serious negative organizational effect by causing organizations to postpone or cancel potentially profitable ventures (Mobely, 1980).

5. Disruption of Social and Communication Patterns

Formal and informal social and communication patterns are characteristic of any organization. If leavers are valued coworkers , if are central in communication networks, or if the work group is cohesive , turnover can have negative effect on those remaining that go beyond additional work load and possible performance declines (Mobely, 1980). Price (1977) suggests that turnover can have a negative effect on group integration and cohesion and that it can hinder the development of cohesion in group experiencing high turnover.

Potential positive organizational consequences

Turnover is most frequently thought of in terms of negative organizational consequences. However, a number of authors have begun consequences (Dalton and Todor, 1979; Mobley, 1980., 1982, Staw, 1980). The relative neglect of possible positive or be less obvious and quantifiable and take longer to become evident than negative costs (Staw, 1980).

1.Displacement of Poor Performers

Perhaps the most obvious positive organizational consequence is replacement with better performers. Performance of leavers is generally ignored in the turnover literature (Mobley, 1982; Martin, 1981), and practitioners too frequently fail to incorporate the performance of the leavers and stayers in their turnover analyses. Developing of human recourses accounting should lead to cost-benefit analyses regarding the expecting utility of investing in attempting to develop and motivate poor performers versus encouraging turnover and investing in replacement.

2. Innovation , Flexibility , Adaptability

Turnover creates opportunities for replacement, and such replacements may bring with them new knowledge, ideas, approaches, technology, and styles (Mobley1982; Staw, 1980; Dalton and Todoe, 1979) discuss a number of ways in which turnover can contribute to organizational effectives via infusion of new technology, reorganization, variety, and disruption of entrenched bureaucratization. These potential benefits are a function of : the nature of the business, its technology , the quality of the replacements relative to the leavers, the position levels involved, opportunities for innovation and organizational change , and amount of turnover .

Although price (1977) does not find strong support for the proposition relating turnover and innovation, the indirect evidence is sufficient to warrant more systematic attempts to evaluate this relationship.

Turnover may present opportunities for cost reduction by eliminate or merging vacant positions, redefining jobs or introducing new automation. Further, one strategy for overcoming resistance to organizational change – e.g., new technology job enrichment, etc. is to assure no elimination of position except those that become vacant via turnover.

The issue of increase internal mobility is potential a positive consequence of turnover on the individual level. From the organization's perspectives, increased internal mobility creates flexibility in terms of career development and cross – training and may serve to increase morale among remainders. Because it is visible and thought of as costly, turnover can in itself be a catalyst for positive organizational change, separate from the change that may be stimulated by replacements. In evaluating the causes and consequences of turnover, an organization may well evaluate

and implement policies, practices, and processes that result in better turnover management and overall organizational effectiveness. Staw (1980) identifies a potential important consequence of turnover in his discussion of conflict resolution. He notes that much of the literature on.

3. **Reducing of conflict**

Conflict assumes that conflict can and should be arbitrated, resolved, or worked through in order for the organization to function effectively. Staw argues. However, that many personal or task conflicts are not easily resolved, especially if they stem from differences in fundamental values or beliefs, thus turnover may be the ultimate solution to the conflict. Not until turnover occurred among several key executives did effective functioning develop. To the extent that deeply ingrained conflict impairs organizational functioning, turnover as a last- resort means of conflict resolution may well be positive from both organizational and individual perspectives.

2.2.3 Effective Management of Turnover

Security

Organizations that are subject to fluctuation in employment levels may experience difficulty in retaining employees due to fear of layoff. Some unions have attempted to address this issue by negotiating supplemental benefits. Security funds or job sharing may serve to buffer some of the impact of economic downturns and thus may help reduce the turnover contribution of job security (Mobley 1982).

Working conditions

The physical work environment cannot be overlooked. The increased regulation , publicity , and general awareness of safety and environment conditions, together with the aging of this nation s physical plants , lead to the hypothesis that working recruitment and retention of employees . Work environment which are physical and psychologically safe and desirable are a societal perspectives (Mobley, 1982).

Centralization

Price (1977) review concluded that highly centralized organizations experience greater turnover. This relationship may be based on such factors as less autonomy, less involvement in decision – making , slower response time to until and individual needs or perceived lack of control, the structure if an organization is based on many factors including technology, size, and rapidity of change in relevant external environments. However, high turnover may be one sign that the centralized structural is having dysfunctional consequences. In assessing organizational structure, turnover should be considered.

Organizational commitment

Individuals' beliefs and acceptance of goals and values of their organization is a major part of organizational commitment (Mowday et al., 1979). Such goal and value identification serves as another focus of attachment to the organization. This identification can be enhanced by a clear specification of the rationale of organizational goals and values, sharing the rewards of organizational goal attainment, and involvement in goals processes.

Communications

More effective communication with employees is widely advocated but unevenly practiced. Price (1977) suggests that both formal – organizational communications and task – specific communications are determinants of turnover. Developing direct and frequent task specific feedback and multiple, frequent, and credible channels of formal communication are worthy objectives. Management attempts to improve the flow of communication should have positive organizational consequences in the area of turnover.

2.2.4 Controlling Employee Turnover

Mobely (1980, 1982) suggests the term of (control) does not mean undifferentiated attempts to minimize turnover he expands the meaning of control to effectively managing turnover, encouraging turnover where it will have net positive consequences, and seeking to minimize turnover where it will have net negative consequences. The main factors that help the organization to control turnover are summarized in the following:

Job Content

He suggests that employee perception and evaluations of job content are one of the more consistent correlates of turnover. Not all individuals value an "enriched' job and the redesign of all jobs is not feasible. Thus the issue is one of effectively matching individuals' abilities, interests, and values with task and organizational requirements. This may be accomplished in two nonmutually –exclusive ways: selection – and placement – based strategies (tests, interviews, realistic job previews, job trails), or job design strategic.

The employer with employees or applicants who value task meaningfulness needs to address this issue or face recruiting and turnover problems in the form of alternatives available to employees.

Compensation Practices

He indicates to organizational differences in pay rates are related to turnover rates. While this relationship is far from perfect and does not address the individual – level prediction of turnover, it is apparent that organizations must continue to assess the competitiveness of their wages and benefits in the relevant labor markets.

Internal Equity Considerations

A well –developed and well-understood job evaluation procedures are well-documented in a number of sources. Among the consequences of internal inequity that create pay compression between new employees and employees who have been in the organization for several years Mobley 1982. The perception of inequity among those experiencing this compression can contribute to turnover if alternatives are available. Attempts to minimize this compression, as well as other forms of perceived inequity, are difficult but important in controlling turnover.

Pay, performance and Turnover

If pay is a reward valued for what it will buy or for what it signifies (for example, recognition, attainment, status, etc), and if individual performance is measurable and employee controllable, then making a strong link between pay increases and performance may be useful motivational strategy (Lawler, 1973, 1981, Mobley, 1974).

Given recent levels of inflation, many individuals will be dissatisfied with absolute amount of their pay increase. On the other side many managers give the same evaluation of pay increase for both good and poor performers, which make the good performer, think that the performance is not relevant to pay. This increases good performers' dissatisfaction and enhance perception of poor performers. The good performer s response may be to lower performance or, if alternative jobs are available, to quit. The consequences of turnover are significantly different for good or poor performers.

Leadership and Supervision

Employee value attainment and rewards, fundamental to employee attachments to the organization, can come from several sources. The immediate supervisor also can be an important source and facilitator of employee reward and value attainment and can an important role in turnover management.

The supervisor controls a significant reward – praise (Latham and Wexley, 1980) extent that the supervisor establishes a positive personal relationship with employees, demonstrates consideration for the employee and creates a supportive environment , the employee may become less likely to quit because of personal attachment to the supervisor (Mobley, 1982) . While personal relationship between supervisor and employee are desirable, there are at least two risks involvement (Mobley, 1982). If the employee's sole attachment to the organization is through the supervisor and the supervisor changes, the employee s attachment to the organization may diminish. Thus multiple attachments must be developed. In addition, development of strong personal employee- supervisor relationships should not interfere with the supervisor s responsibility for critically evaluating

performance, differentially rewarding based on performance, and developing high performance expectation and goals.

Another way in which the supervisor can contribute to effective turnover management is to be a facilitator of employee task attainment. By creating conditions where achievement is possible, by providing feedback and recognition, and by removing obstructions to performance, the supervisor contributes to both task accomplishment and reward. Third the supervisor must establish contingencies for the rewards he controls. The supervisor who fails to develop an environment where goal attainment is valued and rewarded may be contributing to turnover among the potentially better performance.

Further, the failure of the supervisor to establish reward contingencies may be reinforcing poor performer who should either be trying to improve their performance or seeking other internal external roles.

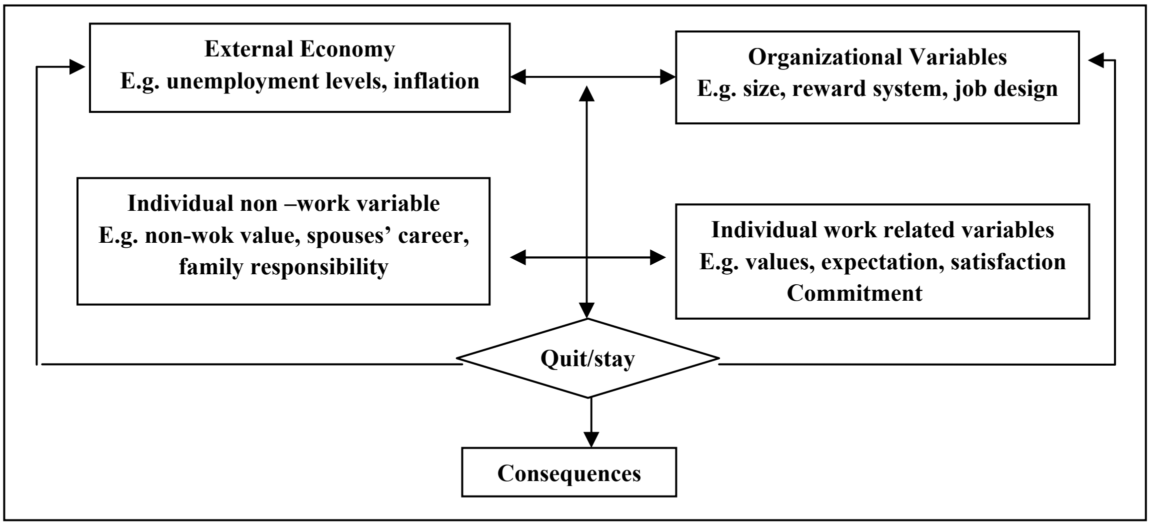
2.2.5 Causes and Correlates of Turnover

The causes of employee turnover have been studied from many various perspectives. The economist may focus on the relationship between average wages and turnover. The human resource planner may look at turnover rates by occupational category, length of service. The sociologist may compare such variables as occupational group, work group size, or communication pattern. The industrial – organizational psychologist may study such individual determinants of turnover as job dissatisfaction, commitment or behavior intention to leave. That make determine specific causes are difficult. For that the dealing with this phenomena need comprehensive view. Even with the extensive amount of previous turnover research, relatively few strong generalizations are possible (Mobley, 1982). justified the reason of inability to make stronger generalization is related to failure to integrated labor market, organizational and individual variables.

A simplified model of turnover determinants is present Figure (3) as (Mobley, 1982) suggested. The term "determinants" is used here in generic sense to describe any variable potentially related to turnover- either directly, indirectly, causally, or by correlationally. The general classes of determinants of turnover are: the state of the economy (for example, the availability of alternative jobs), organizational variables, such as leadership, reward system, job design, etc, and individual variables.

The model in Figure (2.2) also explains to fact of turnover is essentially an individual behavior. Thus it is important to concern with how the individual employee perceives and evaluates the economy and various organizational factors, and how the employee integrates work and external –to-work factors (Mobley, 1982).

Figure (2.2)
Types of Determinants of turnover



Source: (Mobely, 1982)

2.2.6 Employee Turnover and Economy

There is strong relationship between the changing in economy and employee turnover rates. This fact was stated by Mobley (1982) whom mentioned that the economy can be indexed in a variety of ways, including unemployment and employment levels, job vacancy rates, gross national product, balance of trade, rate of inflation, etc. of particular interest in the study of turnover are economic indices related to supply and demand in the labor market. In the recent years the world has been changed in different aspects and especially in economy that converted to changes in the map of labor market. As according to International labor Organization (ILO), 2009) the global financial and economic crisis has rapidly been translated into a global employment crisis.

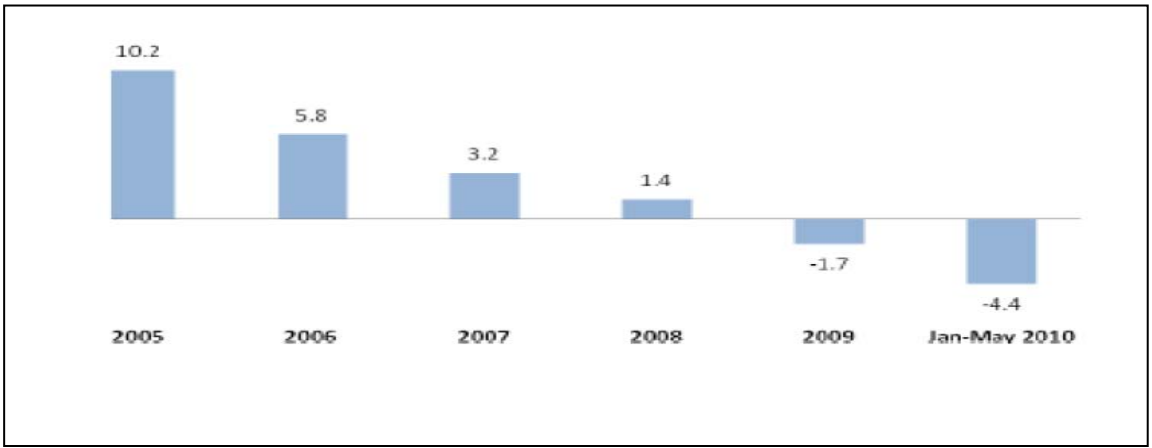
To understand the impact of the recent finical crisis on employment and turnover ratio, it is important to know first the impact of this crisis on the domestic economy at the macro level. A distinction needs to be done between (i) the immediate impact, i.e. the impact resulting from loss of exports, remittances etc., which in many instances may be quite localized, and (ii) The indirect secondary impacts resulting primarily from a sharp fall in demand among those affected by the immediate impact. An economic sector suffering from a sharp decline in exports will in its turn purchase fewer inputs from other firms.

To analyze the nature of the impact of financial crisis on labor market and employment, the (ILO, 2009) suggested that it may take various forms as rising unemployment, declining wages and earnings, deterioration in working conditions, erosion of labor standards, changes in hours worked, and withdrawal from the labor force.

2.2.7 The Impact of the Global Financial Crisis on Jordanian Economy

The economic indicators in Jordan showed the effects of the recent financial crisis on Jordanian economies generally and the labor market particularly. Figure (2.3) indicates that most of Jordanian economic indicators exhibited a slowdown in the rate of real growth during the year 2009 and during the first quarter of 2010 under the influence of the global economic and financial crisis; At the level of production and prices, Gross Domestic product grew a real in the first quarter of 2010 by (2.03%) and at constant market prices (3.5%) at the foundation for the growth rate (2.3%) and (3.2) each respectively during 2009 in full, and decreased amounts of industrial production for the six months first of 2010 (4.7%) compared to the same period in 2009. The industrial sector is the most affected by financial crisis in Jordan; statistics indicated a decrease in the industrial production index for the month of June of the year 2010 by (6.3%) compared with the same month in 2009. This has resulted in a decrease in production quantities by manufacturing (7.7%) and electricity production by (16.7%).

Figure (2.3)
Change by (%) in the industrial production quantity index (2005-2010)



Source: (ILO, 2010)

According to ministry of industry and trade in Jordan the percentage of SMEs in Jordan contributes about 98.7% from the total industrial establishments. Depending on the number of workers per establishment for the definition of SMEs that means the SMEs are the most affected by financial crisis in Jordan. Based on ILO report in 2011 the changes on Jordan labor market between 2008 and 2009 can be summarized as follows:

1. Employment in Qualified industrial Zones declined by 23 percent.
2. The number of companies that filed with the Ministry of Labor for mass layoffs tripled, from 13 to 32.
3. The number of locally advertised jobs in a national newspaper declined by 23% (from the 2nd quarter to the 4th quarter of 2009)

4. With respect to insured employees, in 2009 employment creation came mainly from those who left their jobs (37,210) rather than new job creation (36,100), and this represent a reversal from the situation in 2008 when the two figures were respectively 23,693 and 41,360.

The report also shows from a sectorial perspective, the international experience so far shows that the adverse employment impact of the crisis was registered mainly through job losses in manufacturing and the broader industrial sector. This was the case for Jordan in the immediate year following the crisis which still continues today.

Eventually, this research, even though not new in subject, is new in its context as it investigates the impact of the current global changes on the Jordanian labor market from employee perspectives, putting emphasis on the factors that could implement a great deal of effect on employee turnover, which is subsequently a measure of economical changes, especially in Jordan where the human capital is considered one of the most important feeding source of economy.

2.2.8 Perceived Organizational Support (POS)

Perceived organizational support captures an employee's beliefs concerning the extent to which the organization values (employees') general contributions made on the organization's behalf and cares for their well-being (Eisenberger et al., 2002). In other words, POS focuses on the employer's side of the exchange as perceived by employees. Therefore, an employee's beliefs of how an organization values him or her is vital for determining whether any attitudes or behaviors benefiting the organization emerge from the exchange relationship that takes place between the employee and employer (Eisenberger et al., 1997).

It has been argued that POS is affected by fair allocation of job rewards for the effort employees put in to meet organizational goals, which signify a belief that the organization values the contributions of its employees (Rhoades, and Eisenberger, 2002) rewards include tangible incentives, such as pay and fringe benefits and socio-emotional benefits Job such as esteem, supportive and helpful supervision, approval, and caring (Eisenberger et al., 1997).

Further, employees value job rewards to be based on the discretion of the organization rather than influenced by external forces, such as unions or health and safety regulations (Dawley, Andrews, and Bucklew, 2008). These voluntary job rewards that come directly from the organization are perceived as an indication that the organization values employees' contributions made on the organization's behalf and cares for their well-being (Dawley et al., 2008).

Organizational behavior literature provides evidence that employees with a higher level of POS are likely to reciprocate with positive feelings, job attitudes, and behavioral intentions towards the organization.

2.2.9 Job Satisfaction

Job satisfaction can be considered from a global perspective, such as the feelings and emotions perceived by the individual employee based on work experience (Price, 2001). However, Demir (2002) refers to job satisfaction as an employees' feel of contentment and discontentment for a job. Cranny et al., (1992) concluded that job satisfaction is a contribution of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives. Job satisfaction has long been an important concept in the organizational study of the responses employees have to their jobs.

According to Moorman et al., (1993) there are three practical points of view that illustrate the meaning of job satisfaction: First, is a valuable product of the society; second, is an early warning indicator at early stage for an organization and third, can serve as a predictor of organizational behavior. Similar to Moorman' point of view, Cranny et al., (1992) found that job dissatisfaction could result in psychological frustration and low productivity. Job satisfaction plays a very critical role in attracting and retaining of employees' ability in an organization (Brookfield, 1998). According to Brookfield (1998), individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and will staying longer in organization.

Meanwhile, Hezberg's (1973) theory is based on two basic types of needs: first, the need for psychological growth or motivating factors and. Second, the need to avoid pain or hygiene factors. The motivating factors constitute elements like achievement and advancement. These are positive elements that contribute towards job satisfaction and motivation. Hygiene factors such as company or organizational policies, quality of supervision, working condition, salary, relationship with peers and subordinates, status and security are negative elements that could cause dissatisfaction at work. In Hezberg's theory, job satisfaction and job dissatisfaction are totally separate dimension. On the other side Sansone and Harackiewicz (2000) and Taris and Ffeij (2001) describe of values, intrinsic and extrinsic where intrinsic values refer to immaterial aspects of the job such as job variety and autonomy, and extrinsic values refer to material work aspects such a salary and opportunity for promotion .Job satisfaction decreases when intrinsic work values are not met (Hegeny et al., 2006; Tris and Feij 2001).

2.2.10 Organizational Commitment

Whyte (1956) invented the term of "organization man," who not only worked for the organization, but also belonged to it. Since then, organizational commitment has become a widely studied term in the organizational sciences (Bateman and Strasser, 1984; Conger and Kanungo, 1988; Meyer and Allen, 1991, 1997; Mowday, Porter, and Steers, 1982; Porter and Crampon., 1976; Porter, et al., 1974). Meyer and Allen (1991) noted that there were two major broad themes reflect organizational commitment defined by various scholars and researchers; affective orientation, cost.

1. **Affective Orientation**

Under this approach, organizational commitment occurs when an individual actively identifies with and involves in supporting the firms' organizational goals and values (Mowday et al., 1979). Similarly, Kanter (1968) defined organizational commitment as the attachment of an individual's fund of affectivity and emotion to the group. Sheldon (1971) defined organizational commitment as an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization.

Mowday et al., (1982) distinguished commitment between an attitude and a behavior. Attitudinal commitment reflects "a state in which an individual identifies with a particular organization and its goal and wishes to maintain membership in order to facilitate these goals." Behavioral commitment represents "sunk costs in the organization where individuals forgo alternative courses of action and choose to link themselves to the organization." Mowday et al., suggested that attitudinal commitment is the desired organizational commitment.

Porter and Smith (1970) defined organizational commitment from the aspect of attitudinal commitment; organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. Organizational commitment has three related factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization (Mowday et al., 1982).

2. **Cost-Based**

Reichers (1985) reviewed commitment in this theme as "a function of the rewards and costs associated with organizational membership." Becker (1960) stated that commitment comes into being when an employee, by making side bet, links extraneous interests with a consistent line of activity. Becker further suggested that an individual will develop personal commitment to the organization, if he/she has at stake in that organization. Marsh and Mannari (1977) suggested that a committed

employee considers it morally right to stay in an organization, regardless of how much status enhancement or satisfaction the company gives him or her over the years.

The Three-Component Model

Based on the common view of organizational commitment as a psychological state that shapes an employee's relationship to his or her organization and propels continuance membership, Meyer and Allen (1997) suggested that organizational commitment is a multi-dimensional construct that is composed of three components : affective, continuance, and normative commitment.

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primarily link to the organization is based on continuance commitment remain because they need to do so. Finally, normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization (p.67).

2.2.11 Job Stress

Stress is a concept describing the interrelatedness of person and environment. It is the response by a person to stressors in the environment. Selye's General Adaptation Theory (Selye, 1976) described stress response as biophysiologic in nature. When the person is subjected to a stressor, a characteristic syndrome of physical reactions will occur. The stress concept can also be seen as active in a holistic view of the person. The stress response can be physical, psychological, emotional or spiritual in nature and is usually a combination of these dimensions. Stress, similarly, can arise from one or more dimensions and can be either internal or external. Lazarus and Folkman (1984) viewed stress as a dynamic and reciprocal relationship between the person and environment.

Factors Causing Stress in Workplace

While some people find that small amounts of stress can act as a positive motivator, many other workers are negatively affected by stress. Excessive amounts can lead to physical and mental health problems. According to report of (centre for suicide prevention, 2000) contributory factors to workplace stress often cited in literature are:

1. Unreasonable long hours, too much or not enough work
2. Threats to personal safety
3. Role ambiguity or conflict

4. Poor communication between management and staff , and between peers
5. Job insecurity caused by downsizing or cutbacks
6. Negative office politics
7. Physical environment , e.g. noise levels , air quality, crowding
8. A job perceived to be meaningless or offering little be satisfaction
9. Alack of autonomy or control over how the job is performed
10. Few or no prospects of career growth , advancement or promotion
11. Tension between work and home responsibilities
12. Participation or non-participation in decision making
13. A lack of support or help from co work.

2.3 Hypothesis Development

In this section the researcher presents the literatures related to this research, these literatures are organized according to the main issues that are treated: *turnover* and *organizational commitment, turnover* and the independent variables (*job stress, job satisfaction, and organization support and job alternative opportunities*) then commitment and the independent variables.

2.3.1 Job Satisfaction and Turnover

Most of studies are treatment job satisfaction with turnover assuming a direct or an indirect relation with Samad (2006) who found out a negative effect of job satisfaction on turnover. The common predictors of employee turnover tendency are work -related attitudes of employees that have received the most attention by researchers (Sager and Johnston, 1989; Sager, Varadarajan, and Futrell, 1988; Futrell and Parasuraman, 1984). The one work-related attitude receiving the greatest research attention as a predictor of employee turnover tendency is job satisfaction (Johnston et al., 1990). This implies that an employee's positive emotional state resulting from the appraisal of his or her job or job experience (satisfaction with the job) will reduce the employee's turnover tendency. Some researchers (e.g., Sager and Johnston, 1989; Sager et al., 1988) have found that job satisfaction exerts a significant effect on employee turnover tendency. Whereas others (e.g. Honada-Howard and Homma, 2001; Johnston et al., 1990) have not correlation between job satisfaction. Rahman et al., 2008suggested the correlation between job satisfaction and turnover intention was weak. Insight into the influence of job satisfaction on employee turnover tendency can be gained by considering the relationship between employees and their organizations as that of an exchange (Hunt et al., 1989). In this exchange relationship, on one side are employees who come to organizations with certain needs and desires. Some of those needs may be extrinsic (e.g., pay, security, and other fringe benefits), some of

those needs may be extrinsic (e.g., pay, security, and other fringe benefits), while others could be intrinsic (e.g., job variety, task-identity, job feedback, and freedom). On the other side organization expect from their employees high performance to achieve its goals.

2.3.2 Job Satisfaction and Organizational Commitment

Nemours of studies investigated the relation between job satisfaction and job commitment and found a strong positive correlation between job satisfaction and organizational commitment (Sahibzada, 2009; Cote, 2003). (Boles, et al., 2007) were agreement the same results the Job satisfaction has been associated with organizational commitment. The study of Klaus, et al., (2003) found that there is an effect of work challenging (intrinsic motivation) as a work nature which can impact on affective organizational commitment. However, this study found that the employees with continuance commitment be partially to stay with organization. This can be seen in some literature review that work itself (intrinsic motivation) has direct effect on job satisfaction and organizational commitment. Tonges et al., (1998) found that employee attitudes toward satisfaction and commitment are indicators to the solidarity between organizational members and management.

Based on the above, the following hypotheses are developed:

H1: Job satisfaction causes significant negative influence on turnover intention.

H1a: When Job satisfaction affects turnover intention, organizational commitment comes with significant intermediary effects.

H2: Job satisfaction causes significant positive influence on organizational commitment.

2.3.3 Job Stress and Turnover Intention

Stress is naturally present in the organizations and it is produced due to different workplace stressors (Zhang and Lee, 2010). Workplace stress has generally been studied in three ways - as a stimulus, as a response, or through a stimulus-response interaction (Jex et al, 1992). As a stimulus, stress relates to the work environment and its affect on an employee. Using the stimulus approach, the work environment is considered to be the actual object causing stress.

A second approach to defining stress in organizational research is the response approach. This approach evaluates stress as an employee's affective reaction to elements of the workplace and work environment. The final approach to assessing stress within the organization is through the stimulus-response approach. The stimulus-response approach assumes that stress results from the dynamic interaction between the work environment and workplace affects. Jex, et al, (1992) provide an example of an

employee who quits due to an increased workload. In this example, the stimulus would be the increased workload and the response, employee's turnover.

The stimulus-response would be defined as the interaction between the increased workload and turnover Khurram et al., (2011) found a significant relationship between stress and turnover intentions was also found by (Layne et al,. 2004, Andrew, et al., 2008). This positive relationship shows that employees intend to leave their organization when they feel stress at their jobs. On the other side many studies showed there no correlation between job stress and turnover intention like (Healy and McKay, 1999, 2000; Bratt et al., 2000; Fletcher, 2001; Hemingway and Smith, 1999; Snelgrove, 1998)

2.3.4 Job Stress and Organizational Commitment

Job stress and its effect on organizational commitment are consistently reported by some studies that found a positive relation between the two variables (Ziauddin et al., 2010) and they found a positive relation between the two variables.

In a study examining the effects of job stress on managers and blue-collar workers (Jamal, 1985) the results indicated that job stress was significantly related to organizational commitment. Therefore, (Leong et al., 1996) found a significant negative relationship between job-stress and organizational commitment. In addition (Lopopolo, 2002) found that stress accounted for the largest proportion of the variance among all the proposed antecedents of organizational commitment, and the correlations between job stress variables and organizational commitment ranged from $r = -.29$ to $r = -.43$. Whereas, other literature showed a negative relation between job stress and the intention to leave organizations (Khatibi et al., 2009). So, Based on the above, the following hypotheses are developed:

H3: Job stress causes significant positive influence on turnover intention.

H3a: When Job stress affects turnover intention, organizational commitment comes with significant intermediary effects.

H4: Job stress causes significant negative influence on organizational commitment.

2.3.5 Perceived Organizational Support and Turnover

POS is expected to create feelings of obligation to support organizational goals, so the High of POS is lead to lower turnover (e.g., Feng and Angeling, 2010; Eisenberger et al., 1990, 2002; Wayne et al., 1997;). Eisenberger and coworkers Eisenberger et al., (1986, 1990) argued that individuals who perceive greater support from their employing organization would be more likely to feel obligated to "repay" the

organization. One way for an individual to repay the organization is through continued participation.

Eisenberger et al., (1990) argued that perceptions of support would encourage the adoption of organizational membership as an important part of an employee's self-identity. Thus, individuals perceiving greater support would be less likely to seek alternate employment or to leave the organization. In same way, Wayne et al., (1997) argued that social exchange theory suggests that a pattern of reciprocity develops over time between an employee and their employing organization, and that employees who perceive low support may be more likely to leave the organization. Makanjee et al, 2006 showed that POS should enhance the employee's beliefs that organization recognize and rewards their performance which leads to reduce their turnover at the same time

Previous researches are matching with an inducements-contributions framework of voluntary turnover (March and Simon, 1958) that serves as the foundation of much of contemporary turnover theory (Hom and Griffeth, 1995) March and Simon argued that the employee's decision to continue to participate in the organization is based on the balance between the inducements offered by the organization and the contributions expected of the employee. The study also contributes to understanding the role of POS in the turnover process.

Results indicated that POS was significantly negatively correlated with turnover intentions in both samples and actual turnover in one sample, supporting the contention that individuals who perceive greater POS are less likely to withdraw. (David et al., 2003) contributed to understanding the role of POS in the turnover process. Results indicated that POS was significantly negatively correlated with turnover intentions. The relationship between POS and withdrawal, however, was mediated by commitment and satisfaction, with the path through commitment accounting for most of the relationship.

2.3.6 Perceived Organization Support and Organizational Commitment

Consistent with the view that employees form a general belief regarding the organization's commitment to them, Eisenberger et al., (1986) reported that employees showed a consistent pattern of agreement with statements concerning whether the organization appreciated their contributions and would treat them favorably or unfavorably in differing circumstances. Subsequent exploratory and confirmatory factor analyses with employees from diverse occupations and organizations provide evidence for the high internal reliability and unidimensionality of Eisenberger et al., (1986) scale (Survey of Perceived Organizational Support; SPOS), both in its original, 36-item form and subsequent, shorter versions (e.g., Armeli, Eisenberger, Fasolo, and Lynch, 1998; Eisenberger,

Fasolo,; Lynch, Eisenberger, and Armeli, 1999). Employees evidently believe that the organization has a general positive or negative orientation toward them that encompasses both their contributions and their welfare. POS has been found to be related to, yet distinct from, affective organizational commitment (Eisenberger et al., 1990; Rhoades, Eisenberger, and Armeli, 2001). Makanjee et al., (2006) found POS has a direct and positive significant correlation with organizational commitment. Based on the above, the following hypotheses are developed**:**

H5: Perceived Organizational Support causes significant negative influence on Turnover Intention

H5a: When Perceived Organizational Support affects Turnover intention, organizational commitment comes with significant intermediary effects

H6: Perceived Organizational Support causes significant positive influence on organizational commitment.

2.3.7 Perceived Alternative Job Opportunities and Turnover

Turnover and Alternative Job Opportunities a recurrent theme in the turnover literature is that the availability of alternative jobs influences turnover intentions and behavior (Gerhart, 1989). Many studies approved the effect of Perceived Job Alternatives on voluntary turnover both directly (e.g., Mobley, Horner, and Hollingsworth, 1978) and indirectly (Dalessio et al., 1986; Griffeth and Hom, 2001; Mobley, Horner, and Hollingsworth, 1978) through work attitudes, mainly job satisfaction. These relations depend on economic condition as (March and Simon, 1958) stated "Under nearly all conditions the most accurate single predictor of labor turnover is the state of the economy when jobs are plentiful, voluntary movement is high; when jobs are scarce, voluntary turnover is small".

In their study (Rahman et al., 2008; Ing-San and Jyh-Huei, 2006) they investigated the effect of Perceived alternative job opportunities on turnover intention found a significant and positive association between these two variables. Khatri et al., (2001) reached to different results whom revealed that alternatives employment opportunity is positively but insignificant (modest correlation) associated with turnover intention .on the other hand few of studies tried to link between perceived alternative opportunities and organizational commitment .

2.3.8 Perceived Alternative Job Opportunities and organizational commitment

As the researcher knows there is no study that has investigated the relation between organizational commitment and perceived alternative job. This study examines the relation between these two variables. Based on the above, the following hypotheses are developed:

H7: Perceived alternative job opportunities causes significant positive influence on Turnover Intention

H7a: When perceived alternative job opportunities affect Turnover intention, organizational commitment comes with significant intermediary effects.

H8: Perceived alternative job opportunities causes significant negative influence on organizational commitment.

2.3.9 Organizational Commitment and Turnover Intention

Organizational commitment is important to a firm that is rebuilding itself because committed and loyal employees provide many benefits for their organizations (Niehoff et al., 2001). Wong et al., (1996) suggested the organizational commitment an important predictor of turnover .Many factors influence employee commitment. These include commitment to the manager, occupation, profession, or career (Meyer and Allen, 1997). Organizational commitment focuses on employees' commitment to the organization. Meyer and Allen (1991) developed a framework that was designed to measure three different types of organizational commitment: (a) Affective commitment refers to employees' emotional attachment, identification with, and involvement in the organization. Employees with a strong affective commitment stay with the organization because they want to. (b) Continuance commitment refers to employees' assessment of whether the costs of leaving the organization are greater than the costs of staying. Employees who perceive that the costs of leaving the organization are greater than the costs of staying remain because they need to. (c) Normative commitment refers to employees' feelings of obligation to the organization. Many of studies using the organizational commitment as intermediate between independent (various factors) and dependent variables (intention turnover) Baek-Kyoo (2008) used the organizational commitment intermediate between independent (organizational learning culture and leader-member exchange quality) on dependent variables (turnover intention) and they found reverse relationship between organizational commitment and intention turnover. On the other side (Scott,1993; Rahman et al, 2008) were found that organizational commitment is a significant predictor of organizationally relevant behavior turnover .While Sangroengrob and Techachaicherdchoo (2010) arrived to different results that showed no effect of organizational commitment on turnover intention. As conclusion it can be seem that the turnover rate can be reduced with a higher level of organizational commitment. Based on the above, the following hypotheses are developed:

H9: Organizational commitment causes significant negative influence on Turnover Intention.

The researcher in this study used the organizational commitment as one construct and didn't distinguished it to its three types (affective, continuous and normative) and this is similar to the works of (Sangroengrob and Techachaicherdchoo, 2010; Joo, 2008). Accordingly, the study hypotheses are summarized in the following:

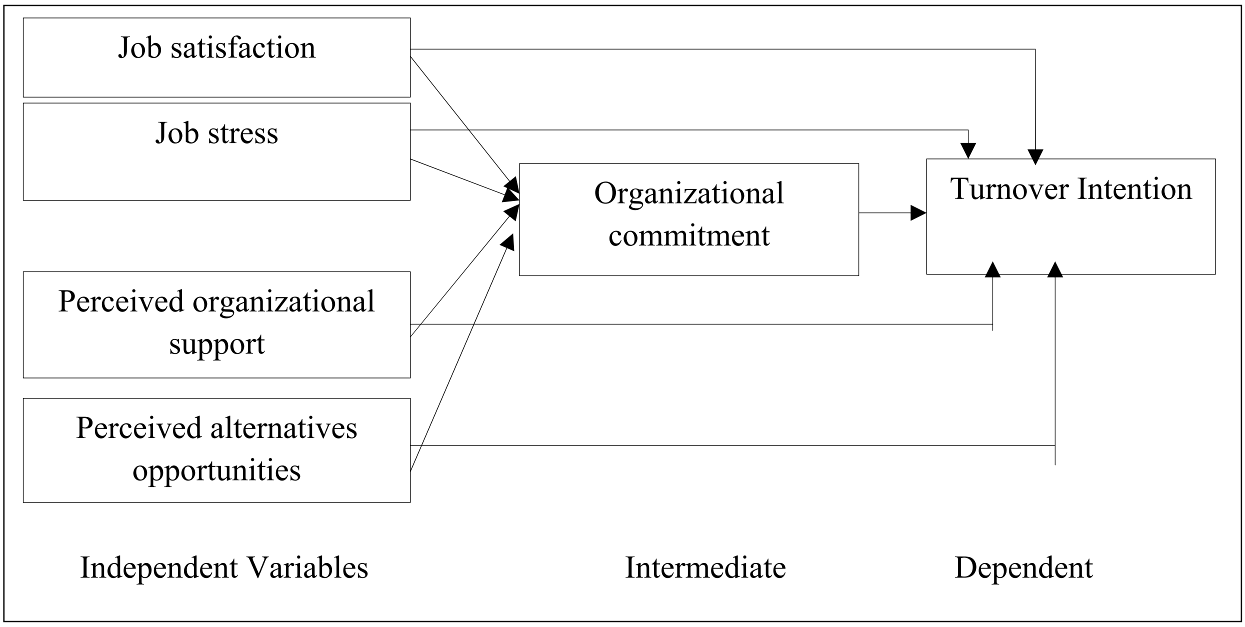
Table (2.1)
Summary of Study Hypotheses

No. of hypothesis	The hypothesis
H1	Job satisfaction causes significant negative influence on Turnover intention.
H1a	When Job satisfaction affects Turnover intention, organizational commitment comes with significant intermediary effects.
H2	Job satisfaction causes significant positive influence on organizational commitment.
H3	Job stress causes significant positive influence on Turnover intention.
H3a	When Job stress affects Turnover intention, organizational commitment comes with significant intermediary effects.
H4	Job stress causes significant negative influence on organizational commitment.
H5	Perceived Organizational Support causes significant negative influence on Turnover Intention.
H5a	When Perceived Organizational Support affects Turnover intention , organizational commitment comes with significant intermediary effects
H6	Perceived Organizational Support causes significant positive influence on organizational commitment.
H7	Perceived alternative job opportunity causes significant positive influence on Turnover Intention
H7a	When a perceived alternative job opportunity affects Turnover intention, organizational commitment comes with significant intermediary effects.
H8	Perceived alternative job opportunities causes significant negative influence on organizational commitment.
H9	Organizational commitment causes significant negative influence on Turnover Intention.

2.4 Study Model

The study model is developed by the researcher is summarized as follows:

Figure (2.4)
Study Model



2.5 Definitions of Study Variables

In the following section the researcher provides some definitions for the main study variables:

1. Turnover Intentions: Mobley, 1977 described turnover intention as the cognitive process of thinking, planning, and desiring to leave a job.

2. Job Satisfaction: Demir (2002) referred to job satisfaction as an employees' feel of contentment and discontentment for a job.

3. Job Stress: Job stress means improper occupational stress or burden that badly affects the psychological and physical condition of the worker himself (Ziauddin at el, 2010).

4. Perceived Organization Support (POS): Perceived organizational support is defined as the degree to which an employee perceives his/her employer to be concerned with his or her well-being and to value his/her contributions to the organization (Eisenberge et al, 1986).

5. Organizational Commitment: Boles et al, (2007, p: 312), defined the organizational commitment as the feeling towards organization and its values.

6. Job Alternative Opportunities: Job Alternative Opportunities for an employee can be defined as the alternative jobs which may be more valuable than the current one for this employee in terms of wages, work conditions, supervision (Khatri and Fern, 2001).

Chapter Three
Design and Methodology

3.1 Introduction

In this chapter the research methodology is described in terms of design, methods, population, instruments and procedures used for data collection as well as procedures used during the data analysis. The research design chosen enabled the researcher to achieve the objectives of the study.

3.2 Research Design

After clarifying the research problem and research objectives, the researcher focused on selecting the most appropriate research design. There are two major types of research designs: exploratory (inductive) and conclusive (deductive) (Malhotra, 1999). A deductive approach was deemed to be most appropriate because information being gathered from this type of research enables the researcher to answer research problem and research objectives and identifying the key factors affecting the turnover intention in his study takes a conclusive approach (deductive), since the objective is to test specific hypotheses and examine relationships rather than generate new theories and understandings.

The design will be quantitative in that the strategies the researcher used to collect data in numerical form. That is, by employing a deductive approach with a quantitative research method.

The methodological approach in this study is descriptive, because the researcher attempt to identify and explain variables that exist in a given situation and to describe the relationship that exists between these variables in order to provide a picture of a particular phenomenon, but not to ferret out cause-effect relationships (Churchill and Iacobucci, 2002). The case to be studied is comparatively new in the field of academic research in Jordan because it will be conducted after the financial crisis.

3.3 Research Methods

A survey approach employed in this study as it allowed the researcher to collect a large amount of information used to test the hypotheses (Burns and Bush 1995; Hair et al., 2000). In addition, this approach is less expensive than many others (Kinnear and Taylor 1996). Polit and Hungler (1991) defined the survey as “designating any research activity in which data is obtained from a specific population for the purpose of examining characteristics, opinions or intentions of that population”.

3.4 Population and Sample Selection

3.4.1 Population

Population might be defined as “the totality of all subjects that conform to a set of specifications” (Polit and Hungler, 1995). The population in this study comprised all employees of the Jordanian SMEs in the largest Public (QIZs) in Jordan in various industrial activities. The information of number of companies and number of employees total invested capital summarized in table (3.1) below:

Table (3.1)
Main Information about the Study Population

QIZ Zone	Date of Estab.	No. of Companies	No. of Employees	Total Investment Capital Volume (Million JD)
Abdullah II Ibn Al-Hussein Industrial Estate (AIE) /Amman	1984	350	13122	963.02
Al-Hassan Industrial Estate (HIE)/ QIZ / Irbid	1991	99	11602	185,93
Al-Hussein Bin Abdullah II Industrial Estate (HUIE) / QIZ /Al-Karak.	2000	15	2491	37.8
Total	-	464	27215	1186.75

Source: (Jordan Industrial Estates Corporation, 2010)

According to the Ministry of Industry and Trade of Jordan (2010) the percentage of SMEs in Jordan contributes about 98.7% from the total industrial establishments. This classification depended on the number of workers and the invested capital as shown in table (3.2). Accordingly SMEs contribute a high percentage of labor in the Jordanian market since, they employ 2/3 of the labor force and it has been a major engine in Jordanian innovation, technological progress and economic growth, thus accounting for more than a 1/3 of the GDP (Mahrouq, 2010).

The main purpose of this study is to explore the relationship between job stresses, job satisfaction, perceived alternative opportunities, organizational support, and organizational commitment as an intermediate and intention to leave work among Medium and Small Jordanian companies’ employees.

Table (3.2)
Criteria of Jordanian SMEs Classification

Type of industrial enterprises	No of employees	(and , or) capital
Microenterprises*	1-9	Less than 30000JD
Small enterprises	10-49	≤30000JD
Medium enterprise	50-249	≤30000JD

Source: Ministry of industrial and trade (2010)
*The micro enterprises are classified to SMEs according to standards of ministry of industry and trade.

3.4.2 Sample Selection

Drawing a sample is a very important step of the sampling process and survey research (Hair et al., 2000). Due to time and cost constraints, a convenience sample of Jordanian SMEs workers was selected in QIZ in three main regions Amman, Irbid, and Al-Karak. In this study 267 questionnaires were collected and analyzed. The number of survey questionnaires distributed to SMEs was 400 questionnaires. Of the distributed questionnaires, 300 were successfully returned. After the data cleaning process, 33 cases were deleted because the SMEs employees had not completed the questionnaire properly. Finally, 267 effective questionnaires were analyzed in this study, at 66.75% response rate.

3.5 Data Collection

3.5.1 Data Collection Methods

In this study, survey research involved the collection of quantitative data from a sample of elements drawn from a well-defined population through the use of a questionnaire. This research method used to measure respondents' characteristics and their behavioral intentions toward the turnover intention. Selected respondents asked questions and their answers collected in a structured, precise manner, this information enables the researcher to test the research hypothesis (Hair et al., 2000).

The questionnaire (see Appendix II) contained two parts. The first part measures demographic characteristic (gender, age, education level, occupational position, and tenure). The second part measures the variables (Job satisfaction, Job stress, Organizational commitment, Perceived organizational support, Perceived alternatives opportunities, and Turnover Intention). The scale of questionnaire include a 5-point Likert scale ranging from strongly agree (1) to strongly disagree (5) to measures the study variables.

3.6 Variables measurement

The questionnaire was designed by researcher based on the previous studies with modified some items to serve goals of research. The determine of operational definition is one of the most important stage of measurement variables its importance launched from variables in this study were not directly can be measurable , so they have to be operationalized in a way that enables the researcher to measure them. Variables' definitions are summarized in table (3.3) below:

Table (3.3)
Operational Definitions of the variables

Variables	Operational Definition	Sources	Items
Organizational Commitment	The amount of improper occupational stress or burden that badly affects the psychological and physical condition of the worker himself	Ziauddin et al., 2010	1-13
Perceived alternatives opportunities	An individual's perception 6Dof the availability of alternative jobs in the organization's environment	PriceandMueller, 1986	14-16
Perceived organizational support	The degree to which an employee perceives his/her employer to be concerned with his/her well-being and to value his/her contributions to the organization	Eisenberge, et al., 1986	17-22
Job stress	The amount of improper occupational stress or burden that badly affects the psychological and physical condition of the worker himself	Ziauddin et al., 2010	23-28
Job satisfaction	Needs and values of individuals and the extent to which these needs and values are satisfied in the work place	Odon et al., 1990	29-33
Turnover Intention	The extent of employee intention to leave the company in near period	Mobley, 1977	34-36

3.7 Data Analysis Tools

According to the chosen methodological research approach the quantitative data was analyzed using system designed for statistical analyst. The Statistical Package for Social Sciences (SPSS) version 16.0 was utilized for purposes of descriptive statistics and exploratory factor analysis, while Partial Least Square (PLS), using Smart PLS 2.0 M3,was utilized to determine the interactions between the various constructs of Structured Equation Model (SEM). The Beta in the reports is interpreted in terms of the relationship between variables. The R-square in the reports

tells the amount of variance explained in the dependent variable by the predictors (Cavana et al., 2001).

3.8 Instrument Validation and Reliability

Reliability is the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Cronbach's alpha can be used to measure the reliability for each construct and if it would be more than 0.7, the construct is accepted, otherwise it would be rejected. For the alphas less but near to 0.7, it may possible to be accepted (Saunders et al., 2003).

According to Zikmund (2003), validity means "the ability of a scale to measure what intended to be measured". Several types of validity tests are used to test the goodness of measures and writers use different terms to donate them. There are three broad heading of validity tests: content validity, criterion –related validity and construct validity (Sekaran, 2004).

Content validity ensures that the measure includes an adequate and representative set of items that tap the concept, content validity is a function of how well the dimensions and elements of concept have been delineated (Sekaran, 2004). Construct validity testifies to how well the results obtained from the use of the measure fit the theories around which the test is designed Skaran, (2004). This is assessed through convergent and discriminate validity, convergent established the scores obtained with two different instruments measuring the same concept are highly correlated.

In order to use confirmatory factor analysis, Composite Reliability (CR) and Average Variance Extracted (AVE) were calculated from model estimates using the CR formula and AVE formula given by Fornell and Larcker (1981).

Table (5) presents the discriminant validity and reliability statistics. First, the composite reliability for the internal consistency is demonstrated, since values for all constructs are above the suggested threshold of 0.70 and the lowest value of composite reliability is 0.78, which is larger than the recommended value of 0.7, showing high reliability.

As noted by Bagozzi and Yi (1988) CR value should be equal to or greater than .60 and value of AVE should be equal to or greater than .50. according to table (3.4) measures used in this study were within the acceptable levels supporting the reliability of the constructs, as presented in the square roots of the AVE scores are all higher than the correlations among the constructs, in this study the AVE ranges from 0.51 to 0.81, and the CR form 0.84 to 0.94 which, supports the fist finding concerning the reliability.

Table (3.4)
Results for the Measurement Model

Construct	Factor loading	AVE	CR	Cronbach's Alpha
Perceived Alternatives Opportunities		.70	.87	.78
ALT1	.85			
ALT2	.87			
ALT3	.78			
Organizational Commitment		0.51	0.93	0.91
COM1	.73			
COM2	.83			
COM3	.78			
COM4	.83			
COM5	.70			
COM6	.77			
COM7	.63			
COM8	.60			
COM9	.78			
COM10	.83			
COM11	.80			
COM12	0.63			
COM13	0.61			
Job satisfaction		0.60	.87	.81
SAT1	0.78			
SAT2	0.74			
SAT3	0.70			
SAT4	0.82			
SAT5	0.74			
Job stress		0.51	0.84	0.78
STR1	0.63			
STR2	0.79			
STR3	0.68			
STR4	0.64			
STR5	0.71			
STR6	0.69			
Perceived organizational support		0.73	0.94	0.92
SUP1	0.83			
SUP2	0.85			
SUP3	0.87			
SUP4	0.83			
SUP5	0.87			
SUP6	0.86			
Turnover Intention		0.81	0.93	0.88
TUR1	0.90			
TUR2	0.89			
TUR3	0.91			

Convergent validity involves evaluation of significant coefficients of each item loading and average variance extracted for a specific latent variable (Fornell and Larcker, 1981). As indicated in table (3.4), All items were found to be statistically significant with factor loading greater than 0.4 (Chen et al., 2002), demonstrating good convergent validity. The results of AVE presented also provided an additional support for convergent validity.

Discriminate validity is assessed to see if the constructs differed from one another and to compare squared correlations with AVE for each construct under study (Kim et al., 2009). If the average variance extracted exceeds the squared correlations, then discriminate validity is established (Fornell and Larcker, 1981). As presented in table (3.5), discriminate validity is verified because all the constructs met this criterion, where the square roots of the AVE scores are all higher than the correlations among the constructs. Cross-loadings of constructs are provided in table (3.6). All items are loaded higher on their respective constructs than on others, providing additional support for discriminant validity.

Table (3.5)
Correlations and Average Variance Extracted (AVE) (Diagonal)

	ALT	**COM**	**SAT**	**STR**	**SUP**	**TUR**
ALT	**0.834912**					
COM	-0.325414	**0.715577**				
SAT	-0.124177	0.769185	**0.756200**			
STR	0.128468	-0.691635	-0.775435	**0.694135**		
SUP	-0.073310	0.732548	0.720734	-0.731564	**0.854510**	
TUR	0.283885	-0.739691	-0.670495	0.612357	-0.646138	**0.904736**

Table (3.6)
Cross-Factor Loadings

		Factor Structure Matrix of Loadings And Cross-Loadings					
		Perceived Alternatives Opportunities	**Organizational Commitment**	**Job Satisfaction**	**Job Stress**	**Organizational Support**	**Turnover Intention**
Perceived Alternatives Opportunities	**ALT1**	**0.8461**	-0.3395	-0.1589	0.1240	-0.0944	0.2604
	ALT2	**0.8744**	-0.2503	-0.0882	0.0964	-0.0623	0.2025
	ALT3	**0.7815**	-0.2016	-0.0442	0.0957	-0.0145	0.2413
Organizational Commitment	**COM1**	-0.1515	**0.7276**	0.6122	-0.5697	0.6523	-0.5991
	COM10	-0.1595	**0.8269**	0.7048	-0.5991	0.6584	-0.6153
	COM11	-0.1631	**0.7610**	0.6316	-0.5199	0.5871	-0.5585
	COM12	-0.2627	**0.6321**	0.4389	-0.4538	0.4742	-0.4693
	COM13	-0.2085	**0.6118**	0.4078	-0.4470	0.4846	-0.4939
	COM2	-0.2056	**0.6369**	0.5025	-0.4602	0.4444	-0.4753
	COM3	-0.1722	**0.7764**	0.6252	-0.6040	0.6048	-0.5339
	COM4	-0.1464	**0.8250**	0.7171	-0.6095	0.6396	-0.5534
	COM5	-0.2856	**0.6840**	0.4595	-0.3591	0.4390	-0.5138
	COM6	-0.2313	**0.7724**	0.6184	-0.5658	0.5220	-0.5183
	COM7	-0.4414	**0.6258**	0.3518	-0.3095	0.3142	-0.4896
	COM8	-0.4946	**0.5697**	0.3273	-0.3117	0.3015	-0.4389
	COM9	-0.2605	**0.7876**	0.6090	-0.5180	0.5624	-0.5905
Job Satisfaction	**SAT1**	-0.0305	0.6153	**0.7801**	-0.6383	0.6602	-0.4777
	SAT2	0.0180	0.6222	**0.7499**	-0.6334	0.7699	-0.5551
	SAT3	-0.2226	0.5122	**0.6895**	-0.4899	0.3299	-0.4572
	SAT4	-0.0712	0.6154	**0.8178**	-0.6005	0.4745	-0.5198
	SAT5	-0.1923	0.5320	**0.7377**	-0.5564	0.4503	-0.5188
Job Stress	**STR1**	0.1248	-0.3776	-0.3912	**0.6346**	-0.4386	0.3950
	STR2	0.0736	-0.5850	-0.6309	**0.7901**	-0.5953	0.5181
	STR3	0.1634	-0.4758	-0.5417	**0.6822**	-0.4086	0.3890
	STR4	0.0609	-0.3502	-0.4986	**0.6368**	-0.3449	0.3569
	STR5	0.0089	-0.5223	-0.6020	**0.7107**	-0.6594	0.4270
	STR6	0.1155	-0.5198	-0.5359	**0.6982**	-0.5435	0.4413
Organizational Support	**SUP1**	-0.0417	0.6194	0.5729	-0.5728	**0.8314**	-0.5432
	SUP2	-0.0916	0.6082	0.5706	-0.5958	**0.8543**	-0.5169
	SUP3	-0.0268	0.5993	0.6435	-0.6290	**0.8723**	-0.5373
	SUP4	-0.1031	0.6832	0.6247	-0.6355	**0.8302**	-0.5790
	SUP5	-0.0415	0.6294	0.6511	-0.6747	**0.8755**	-0.5752
	SUP6	-0.0683	0.6079	0.6273	-0.6371	**0.8619**	-0.5545
Turnover Intention	**TUR1**	0.3022	-0.7058	-0.6519	0.5467	-0.5778	**0.9059**
	TUR2	0.2251	-0.6221	-0.5646	0.5420	-0.5519	**0.8907**
	TUR3	0.2394	-0.6755	-0.5989	0.5731	-0.6222	**0.9175**

Chapter Four
Findings of the Study

4.1 Introduction

This chapter discusses the sample characteristics background and demographics of the respondents and results from hypothesis testing, the general contributions of personal of the personal study; each hypothesis is tested and analyzed individually.

4.2 Sample Characteristics

This section describes the sample of the study showing the frequencies and percentages of respondents according to their demographic variables (gender, age, education level, Length of Service, occupational position,).

Table (4.1)
Respondents' Frequencies According to Their Gender

Gender	Frequency	Percent (%)
Male	172	64.4
Female	95	35.6
Total	267	100

As shown in table (4.1), 64.4 % (172 respondents) of respondents were males, and 35.6 % (95 respondents) was females. As it's obvious, the largest percentages of respondents were males.

Table (4.2)
Respondents' Frequencies According to Their Age

Age	Frequency	Percent (%)
18-29	108	40.4
30-39	95	35.6
40-49	48	18.0
50-59	12	4.5
60 and more	4	1.5
Total	267	100

According to table (4.2) it appeared that 40.4% of respondents were of the age between 18 and 29 years old. While, 35.6% of respondents were

between 29-39 years old, 18% of respondents were of the age between 40 and 49 years old. However, 4.6% of them were between 50-59 years old. Finally, 1.5% of respondents were more than 60 years. Thus, the largest percentage was those respondents between 18 and 29 years old, because of the youth of Jordanian society. And the lowest percentage was those who are more than 60 years.

Table (4.3)
Frequencies and According to their Occupational Position

Title	Frequency	Percent (%)
President	6	2.2
Chairman	59	22.1
Operational employee	185	69.3
Other	17	6.4
Total	267	100.0

According to the occupational position as it appeared in table (4.3) 69.3 % of respondents were operational employees and they represented the highest percent from total employees. While, 22.1 % of them were chairmen and 2.2 % were presidents. Finally, 6.4 % represent employees who have other occupations.

Table (4.4)
Respondents' Frequencies According to their Education Level

Education level	Frequency	Percent (%)
Diploma	80	30.0
Bachelor	80	30.0
Master	10	3.7
P.H.D	5	1.9
others	92	34.5
Total	267	100.0

As appeared in table (4.4), 30 % of respondents (80 respondents) have gotten diploma degree. As well as, 30 % (80 respondents) have gotten bachelor degree; followed by 3.7 % (10 respondents) have master degree. However, 1.9 % of those respondents have PhD. And lastly, 34.5 % (or 92) of respondents were of high school or less. Thus, it is evident that the most

respondents were those respondents who have a university degree, high school or less level. Whereas, the lowest percentage of respondents was for those who have P.H.D degree.

Table (4.5)
Respondents' Frequencies According to Their Length of Service

Period of work	Frequency	Percent (%)
less 3 years	76	28.5
3-6	74	27.7
7-9	47	17.6
10 and more	70	26.2
Total	267	100.0

According to the length of service, it appeared in table (4.5) that 28.5 % of respondents worked in their organizations for less than 3 years. While, 27.8 % of them have a length of service between 3 and 6 years, 17.6 % of respondents have a period of work between 7 and 10 years. Finally, 26 % of respondents worked in their organizations for more than 10 years.

4.3 Partial Least Squares (PLS)

To overcome these limitations of regression-based techniques, more and more authors started using SEM as an alternative. Compared to regression-based approaches, which analyze only one layer of linkages between independent and dependent variables at the same time, SEM, as a second-generation technique, allows the simultaneous modeling of relationships among multiple independent and dependent constructs (Gefen et al., 2000).

There are two types of estimation techniques for a SEM. The first type is the Maximum Likelihood (ML) based on the covariance structure analysis method, and the second type is the PLS which is based on the variance analysis method. The PLS procedure has been gaining interest and use among researchers in recent years because of its ability to model latent constructs under conditions of non- normality and small to medium sample sizes. It allows for the specification of both the relationships among the conceptual factors of interest and the measures underlying each construct. The result of such a procedure is a simultaneous analysis of how well the measures relate to each construct, and whether the hypothesized relationships at the theoretical level are empirically confirmed. This ability to include multiple measures for each construct also provides more accurate estimates of the paths among constructs, which are typically biased downward by measurement error when using such techniques as

multiple regressions. In this study, the data collected from questionnaires were analyzed by using the PLS technique, and the results are presented in the next section.

4.3.1 PLS Results

Smart PLS 2.0 M3 release (Ringle et al., 2005) was used to perform the analysis in this study. The structural model is evaluated by using the R-square (R^2) for dependent constructs (indicated within the ovals that represent the dependent constructs in this model), the size and t-statistics and significant level of structural path coefficient. The t-statistics are estimated using the bootstrap re-sampling procedure. The structural model results are illustrated in figure 1.4 and table (4.7). Table (4.7) shows the proposed hypotheses and the path coefficient along with their respective t-statistics.

4.3.2 R-square

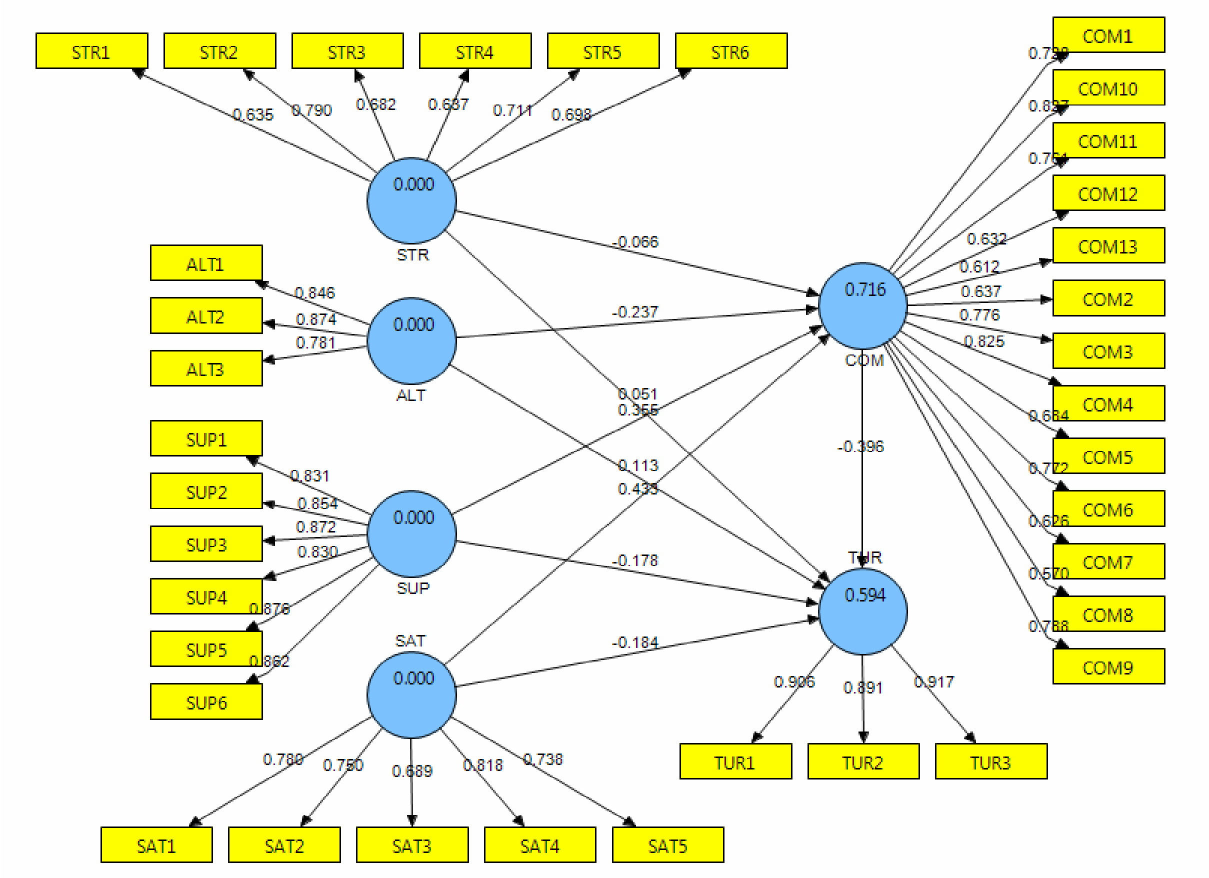
Smart PLS provides the squared multiple correlation (R^2) for each endogenous construct. This number is used to measure the percentage of construct variation that the model explained (Wixom and Watson, 2001). The R^2 value from PLS results is 0.59 for this model, which indicates that more than 594 % of the variance in employees turnover of the sample is explained by the model and its determinants, providing strong evidence of the strength of the model in explaining and predicting employees turnover. Other values of R^2 show that organization commitment explained 0.716 % of employees' turnover and these results are summarized in table (4.6) bellow:

Table (4.6)

(R^2) For Each Endogenous Construct

Construct	R Square
Turnover (TUR)	0.594
Organization Commitment (COM)	0.716

Figure (4.1)
Results of PLS Analysis



4.4 Hypotheses Testing

A large number of variables (4 independent, intermediate and dependent variable) were measured in this research. Having established confidence in the measurement model, an empirical structural equation model was developed and tested by the PLS approach. Figure (4.1) presents the structural path diagram with the coefficients of paths. The confirmation results of the proposed hypotheses are as follows:

The results of hypotheses testing are presented in table (4.7) which demonstrates the results of the PLS data analysis.

Table (4.7)
Direct, indirect and total effect

Paths	Direct Effect		Indirect Effect		Total Effect	
	Path Coefficients	T-Value	Path Coefficients	T-Value	Path Coefficients	T-Value
ALT -> COM	-0.24	4.08	-------	-------	-0.24	4.08
ALT -> TUR	0.11	1.37	0.1	1.28	0.21	2.65
COM -> TUR	-0.40	2.52	-------	-------	-0.40	2.52
SAT -> COM	0.43	4.36	-------	-------	0.43	4.36
SAT -> TUR	-0.18	1.14	-0.18	1.43	-0.36	2.57
STR -> COM	-0.07	0.56	-------	-------	-0.07	0.56
STR -> TUR	0.05	0.41	0.03	0.21	0.08	0.62
SUP -> COM	0.36	3.25	-------	-------	0.36	3.25
SUP -> TUR	-0.18	1.39	-0.14	1.06	-0.32	2.45

*** p< .001, ** p<.01, * p<.05, based on two-tailed test; t (p< .001) = 3.29; t (p< .01) = 2.58; t (p< .05) =1.96.

H1: Specifies that job satisfaction has a negative indirect relationship with employees' turnover. This hypothesis is verified (with the path coefficient = -0.18; t-statistic = 1.14). This result indicates a negative relation between job satisfaction and employees' turnover, but this relation is not statistically significant at level %5. Thus, H1 was not approved.

H1a: Specifies that job satisfaction has a direct negative relationship with employees' turnover through employees' commitment. This hypothesis is verified (with the path coefficient = -0.18; t-statistic = 1.43). This result indicates a negative relation between job satisfaction and employees' turnover through the commitment of those employees to their organizations but this relation is not statistically significant. Thus, H1a was not approved.

The total effect (direct and indirect) of job satisfaction and employees turnover is significant with coefficient = -0.36; t-statistic = 2.57.

H2: Specifies that job satisfaction has a positive direct relationship with employees' commitment. This hypothesis is verified (with the path coefficient = 0.43; t-statistic = 4.36). It shows that the stronger the "relationship" the higher the satisfaction the employees may have and, the higher their overall "commitment" to their organization would be. As a result H2 was approved.

H3: Specifies that job stress has a positive direct effect on employees' turnover. This hypothesis is verified (with the path coefficient = 0.05; t-statistic = 0.41). This result indicates that job stress has a positive direct effect on employees' turnover. In other words, the higher the job stress the higher the employees' turnover will be, but this result is not statistically significant. As a result, H3 was not approved.

H3a: Specifies that job stress has a positive indirect effect on employees' turnover through organizational commitment. This hypothesis is verified (with the path coefficient = 0.03; t-statistic = 0.21). This result indicates that job stress has a positive indirect effect on employees' turnover. In other words, the higher the job stress the higher the employees' turnover will be, but this result is not statistically significant. As a result, H3a was not approved.

H4: Specifies that job stress has a negative direct effect on organizational commitment. This hypothesis is verified (with the path coefficient = -0.07; t-statistic = 0.56). This result indicates that job stress has a negative direct effect on organizational commitment. In other words, the higher the job stress the lower the organizational commitment will be, but this result is not statistically significant. As a result, H4 was not approved.

The total effect (direct and indirect) of job stress on employees' turnover is insignificant with coefficient = 0.08; t-statistic = 0.62.

H5: Specifies that organizational support has a negative direct effect on employees' turnover. This hypothesis is verified (with the path coefficient = -0.18; t-statistic = 1.39). This result indicates that organizational support has a negative direct effect on employees' turnover. In other words, the higher the organizational support the lower the employees' turnover will be, but this result is not statistically significant. As a result, H5 was not approved.

H5a: Specifies that organizational support has a negative indirect effect on employees' turnover through organizational commitment. This hypothesis is verified (with the path coefficient = -0.14; t-statistic = 1.06). This result indicates that organizational support has a negative indirect effect on employees' turnover through the commitment. In other words, the higher the organizational support the lower the employees' turnover will be, but this result is not statistically significant. As a result, H5a was not approved.

H6: Specifies that organizational support has a negative direct effect on organizational commitment. This hypothesis is verified (with the path coefficient = 0.36; t-statistic = 3.25). This result indicates that organizational support has a positive direct effect on organizational commitment. In other words, the higher the organizational support the higher the organizational commitment will be, and this result is statistically significant. As a result, H6 was approved.

The total effect (direct and indirect) of organizational support on employees turnover is significant with coefficient = -0.32; t-statistic = 2.45.

H7: Perceived alternative job opportunity has a direct positive relationship with employees' turnover. This hypothesis is verified (with the path coefficient = 0.11; t-statistic = 1.37 and). This result indicates that the higher the perceived availability of alternative job opportunities the higher their "intention" to leave their organizations but this result is not statistically significant. As a result, H7 was not approved.

H7a: Indicates that when a perceived alternative job opportunity affects turnover intention, organizational commitment comes with significant intermediary effects. This hypothesis is verified (with the path coefficient = 0.1; t-statistic = 1.28), thus, H7a was not approved.

H8: Perceived alternative job opportunity has significant negative relationship with organizational commitment. This hypothesis is verified (with the path coefficient = -0.24; t-statistic = 4.08). It shows that the higher the perceived availability of alternative job opportunities the lower, the higher their "retention" with employees would be. As a result, H8 was approved.

The total effect (direct and indirect) of perceived alternative opportunities and employees' turnover is significant with coefficient = 0.21; t-statistic = 2.65.

H9: Specifies that organizational commitment has a negative direct effect on employees' turnover. This hypothesis is verified (with the path coefficient = -0.40; t-statistic = 2.52). This result indicates that organizational commitment has a positive direct effect on employees' turnover in other words the higher the organizational commitment the lower the employees' turnover will be, and this result is statistically significant. As a result, H9 was approved.

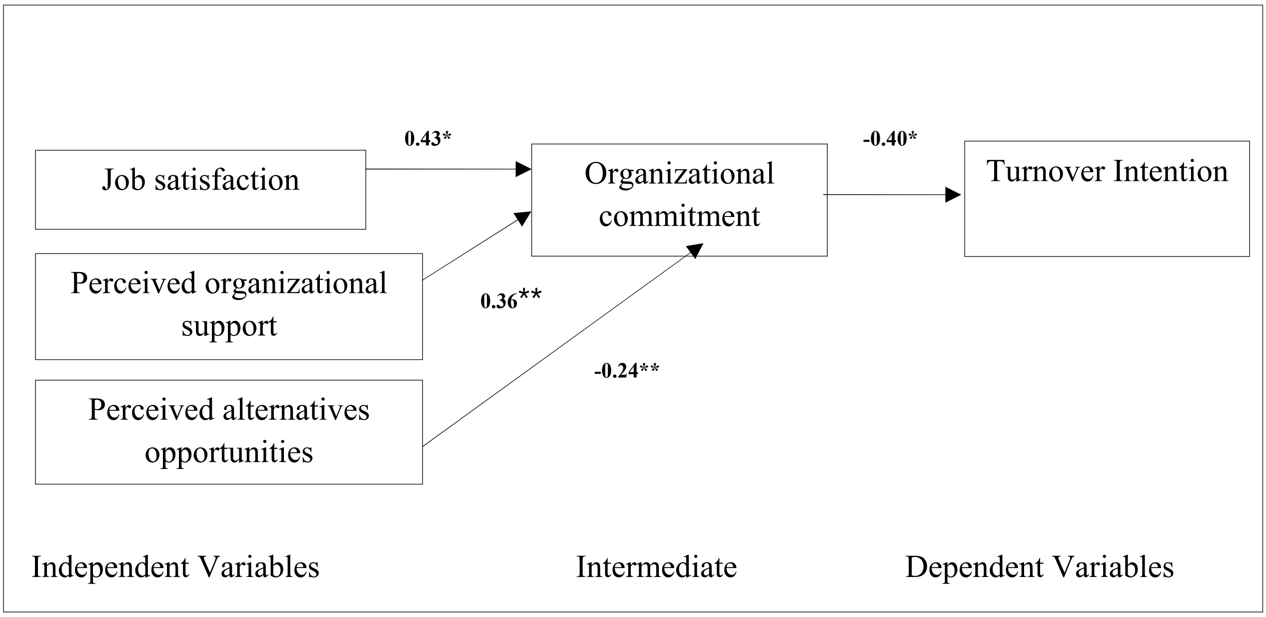
Table (4.8)
Summary of the Results of Hypotheses Testing

Hypothesis	Decision
H1: Job satisfaction causes significant negative effect on turnover intention	Not Accepted
H1a: When job satisfaction affects Turnover intention, organizational commitment comes with significant intermediary effects	Not Accepted
H2: Job satisfaction causes significant positive effect on organizational commitment	Accepted
H3: Job stress causes significant positive effect on turnover intention	Not Accepted
H3a: When Job stress affects turnover intention, organizational commitment comes with significant intermediary effect.	Not Accepted
H4: Job stress causes significant negative effect on organizational commitment**.**	Not Accepted
H5: Perceived Organizational Support causes significant negative influence on turnover intention	Not Accepted
H5a: When Perceived Organizational Support affects Turnover intention , organizational commitment comes with significant intermediary effects	Not Accepted
H6: Perceived Organizational Support causes significant positive effect on organizational commitment.	Accepted
H7: Perceived alternative opportunities causes significant positive effect on turnover intention	Not accepted
H7a: When a perceived alternative opportunities affects turnover intention, organizational commitment comes with significant intermediary effects	Not accepted
H8: A perceived alternative opportunities significant negative effect on organizational commitment	Accepted
H9: Organizational commitment causes significant negative effect on turnover intention.	Accepted

4.5 Study Model after Estimation

After inspecting the model and testing the study hypotheses the following model is presented:

Figure (4.2)
Study Model after Estimation



Chapter Five
Discussion of Findings and Recommendations

5.1 Introduction

This study investigates first, the direct effect of the following independent variables (job satisfaction, job stress, perceived alternative opportunities and organization support) on employees' turnover intention. Second, the mediating effect of the preceding independent variables on employees' turnover. Finally, the direct effect of the same independent variables on organizational commitment. This chapter is designed to provide and discuss the main results obtained in this study and the key concluded recommendations:

5.2 Discussion of the Findings

In the following the researcher provides some discussions, analyses and suggestions depending on the empirical results as follows:

5.2.1 Perceived Alternatives Opportunities

From the previous findings in the preceding chapter it was found that perceived alternatives opportunities has a significant direct effect on organizational commitment. Perceived alternatives opportunities is also found to have a positive but insignificant direct effect on employees' turnover and this finding is consistent with the findings of the study of Khatri et al., (2001), conducted in Singapore, who state that perceived alternative employment opportunity is positively but insignificantly (modest correlation) associated with turnover intention. The reason that perceived alternative employment opportunities was a poor predictor of turnover intention may be that this research is conducted in food, beverage and marine industry and the sample comprised operatives and lower level workers who have limited job opportunities with similar working conditions and other incentives within the industry.

Accordingly, when a SMEs' employee perceives the alternative job opportunity as high, his turnover intention increases and, on the other hand, when he perceives no better job opportunity, he might decide to stay with the organization longer. This explains the stronger correlation between perception of alternative job opportunities and turnover intention among SMEs' employees. This is also consistent with the recent findings of (Rahman, et al., 2008; Ing-San and Jyh-Huei, 2006) that reveal a significant positive relationship between perceived alternative employment opportunities and turnover intention in public sector organizations.

On the other hand, perceived alternatives opportunities are appeared to have a positive but insignificant indirect effect (through commitment) on employees' turnover.

Perceived Alternatives Opportunities is found also to have a negative and significant relationship with commitment.

5.2.2 Job satisfaction

Job Satisfaction has a direct and negative correlation with turnover intention as it is verified in previous research but shows a very modest correlation and this suggests that its contribution to turnover intention is very little and many other factors might be contributing to turnover intention as well. And this result is consistent with the findings of Rahman, et al., (2008). In addition, Honda-Howard and Homma (2001) conducted a research on Japanese career women and have argued that job satisfaction, alone, is not a sufficient predictor of turnover intentions, The authors suggested that organizational commitment should also be included in the turnover model as another independent variable. However, Samad (2006) revealed that the correlation analysis of job satisfaction on turnover intentions indicated negative and significant relationships, which signified that job satisfaction are directly related to turnover intentions. Scott, 1993 stated that was no evidence that job satisfaction has any effect on voluntary turnover.

Job Satisfaction has an indirect negative and insignificant correlation with turnover intention and this result is consistent with the previous work of Sangroengrob and Techachaicherdchoo, (2010), who indicated that employees agree that job satisfaction has no indirect (through organizational commitment) significant effect on turnover intention.

Job Satisfaction has a direct and positive significant correlation with organizational commitment, the correlation of the employees' level of job satisfaction and organizational commitment is positive at the Jordanian SMEs'. This result is consistent with the findings of (Sangroengrob and Techachaicherdchoo, 2010). This is evident when employees experience higher job satisfaction; they will also experience higher organizational commitment. Satisfied employees tend to be more loyal to their organization. Generally, when people are satisfied with their jobs, they will have a positive attitude about their jobs. In their minds, other jobs would not be better than the current one.

5.2.3 Perceived Organizational Support

The direct relation between Organizational Support and turnover intention appeares to be negative but statistically insignificant concerning the Jordanian SMEs' employees, while, Feng and Angeline (2010) showed

that turnover intentions were directly related to perceptions of support. In general, when employees perceive that their organizations support them, they reciprocate by remaining loyal and by contributing positively back to the employers (Eisenberger et. al., 2002). Makanjee et al., (2006) revealed that POS should strengthen the employees' beliefs that the organization recognizes and rewards their performance which leads to reducing their turnover at the same time.

In addition, the Organizational Support has an indirect negative but insignificant correlation with turnover intention. Organizational Support has a direct and positive significant correlation with organizational commitment and this result stands in line with the previous work of Makanjee et al., (2006). From an organizational support perspective, employees form a general belief regarding the OC to them, Eisenberger et al.,(1986) states that employees showed a consistent pattern of agreement with statements concerning whether the organization appreciate their contributions and would treat them favorable or unfavorable in differing circumstances.

There are four general forms of perceived favorable treatment received from the organization, namely fairness, supervisor support, organizational rewards and job conditions. These should lead to an increase in POS. The organizational support theory, states that the psychological process that underlies the consequences of POS should produce a felt obligation to care about the organization's welfare and to reach its goal (Makanjee and et al., 2006). In return, the caring, approval and respect connoted by POS should then fulfill socio-emotional needs (Rhoades and Eisenberger, 2002).

POS should strengthen the employees' beliefs that the organization recognizes and rewards their performance. These should have favorable outcomes both for the employees (increased job satisfaction) and for the organization (e.g. increased commitment and reduced turnover) (Makanjee and et al., 2006).

5.2.4 Job stress

Job stress has a positive and insignificant correlation with turnover intention this result is consistent with the research conducted by (Healy and McKay, 1999, 2000; Bratt et al., 2000; Snelgrove, 1998; Fletcher, 2001; Hemingway and Smith, 1999). This result can be an explanation to low level of stress on employee that facet in his/her workplace because most of samples are young and do not have top positions in their company. On other hand, some research results are contrary with these results and found positive and significant correlation between job stress and turnover intention, like (Andrew, et al, 2008, Layne, Hohenshil and Singh, 2004).

This positive relationship shows that employees intend to leave their organization when they feel stress at their jobs.

Job Stress has a direct and negative insignificant correlation with organizational commitment. This result is inconsistent with the findings of prominent research like (Ziauddin et al., 2010, Jamal, 1985).

5.2.5 Organizational Commitment

Organizational Commitment has a negative and significant correlation with turnover intention, which is consistent with the research conducted by (Rahman, et al., 2008) but show a modest correlation according to these studies. Similarly, several other scholars have also found organizational commitment an important predictor of turnover as Wong et al., (1996) in their study of graduate students in Hong Kong where, organizational commitment was found to be a strong predictor of turnover. Whereas, Sangroengrob and Techachaicherdchoo (2010) argued that organizational commitment has no direct effect on turnover intention.

5.3 Conclusions

From the preceding discussions and analyses the following main conclusion can be drawn and highlighted:

1. Job Satisfaction and Organizational Commitment are two of the most prominent work attitudes examined in the work and organizational literature. The results in this study suggest that job satisfaction had contributed significantly on organizational commitment implies that this variable is relevant in understanding employees' commitment to their organizations in Jordanian SMEs.
2. This study concluded that perceived organizational support had a significant relation with organizational commitment, which means that POS is regarded as the assurance that must be available from the organization when it is needed to carry out ones' job effectively.
3. Perceived alternative opportunities variable appeared to have a negative significant effect on organizational commitment.
4. The study also found that organizational commitment had a more significant effect on turnover intentions. This result suggests that the management of an organization should be able to address problems pertaining to organizational commitment in order to overcome turnover intentions. Among the aspects, which need to be given priority by management in addressing turnover intentions in the study is organizational commitment that helps in understanding characteristics, attitudes and behaviors of employee in the studied organizations.

5. From the findings it was concluded that job stress had no direct relation neither with organizational commitment, nor with turnover intention. The investigation of the indirect relation between job stress and turnover through organizational commitment in the Jordanian SMEs' also indicated an insignificant relation between these factors.
6. Finally, it can be seen from the previous results that all the independent variables (job satisfaction, perceived organizational support, job stress, perceived alternative opportunities) had no significant neither direct nor indirect (through commitment) relation with the turnover intention in the Jordanian SMEs'.

5.4 Limitations

Through conducting this work the researcher faced many problems and difficulties, which lead to draw the following limitations:

1. The current study investigated just one type of turnover, the voluntary turnover and didn't take into consideration the involuntary type.
2. This study was concerned with SMEs' employees and didn't take in consideration the employees of other sectors.
3. Based on the information arrived at while the researcher distributed the questionnaire, a large proportion of lower position employees have limited knowledge in management and they faced some ambiguity in the used terms. As a result, it is difficult for those workers to understand all the questions and fill in what they really feel about their jobs. It is possible that some employees may fill in the questions ambiguously if they don't really understand what the questions ask, which will affect the results of this survey.
4. The researcher faced many difficulties in the distribution of the study's questionnaires because many enterprises didn't assist to accomplish this task.

5.5 Recommendations

In light of the study results and conclusions the researcher recommends that:

1. In order for SMEs' to retain their employees they must create a positive working environment by providing the required support to its employees which will increase their commitment and decrease their intention to leave their organizations.
2. SMEs' managers must understand the needs of their employees to satisfy them and increase their commitment in order to reduce their willingness to quit their current works.

3. SMEs' managers must be aware about the competitors that may provide better job alternative opportunities for their employees, which stimulates them to think about switching their current organizations mainly if their commitment to these organizations is low.

5.6 Future research

Concerning future research the researcher suggests the following:

1. Future research could classify a turnover into its two types (voluntary and involuntary) and investigate its relation with the used variables in this study in addition to other variables: organizational climate, organizational culture, job characteristics and work commitment…
2. This study was only concerned with overall commitment. However, there are three types of commitments in the real world. . However, future research could classify commitment into its three types (affective, normative and continuous), and then investigate both its direct and mediating relation with turnover intention.
3. Finally, due to the fact that the study is concerned with the Jordanian SMEs, it would also be useful to enlarge the examined sample of these enterprises to cover more organizations from different countries.

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Hipper links

Html 1: http://www.lifepositive.com/mind/psychology/stress/stress- at-work.asp

Html2: http://www.mit.gov.jo/tabid/476/Realities%20of%20Industrial%20 Sector%20in%20Jordan.aspx.

Appendix (I)
Questionnaire

جامعة مؤتة
كلية إدارة الأعمال
قسم إدارة الأعمال

عزيزي الموظف الكريم:

تحية طيبة وبعد..

نضع بين أيديكم استبانه خاصة بدراسة (**تقصي العوامل التي تؤثر على التسرب الوظيفي في المؤسسات الصغيرة والمتوسطة**) و تأتي الدراسة استكمالا لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال.

لذا نرجو التكرم من حضرتكم التفضل بتعبئة هذه الاستبانة لما لذلك من أثر بالغ في إثراء هذه الدراسة, وعلماً بأن هذه البيانات سوف تستخدم لأغراض البحث العلمي فقط وستعامل بسرية تامة, وستكون دقة إجاباتكم ومساهمتكم عوناً كبيراً في التوصل إلى نتائج موضوعية وعلمية.

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث
عبدالمجيد بن سعد البلوي

الجزء الأول: البيانات الشخصية:
أرجو تعبئة البيانات التالية :

1. **الجنس :** □ ذكر □ أنثى
2. **العمر:** □من 18- 29 سنة □من 30-39سنة □من 40-49سنة □من 50-59سنة. □من 60 فأكثر
3. **المؤهل العلمي:**

□ دبلوم متوسط □ بكالوريوس
□ ماجستير □ دكتوراه
□ غير ذلك, الرجاء اذكرها ....

4. **مدة الخدمة:**

□ أقل من 3سنوات □ من 3-6
□ سنوات من 7 الى 9 □ 10 فاكثر

5. المركز الوظيفي :

□ مدير عام رئيس قسم □ موظف □

□ غير ذلك, الرجاء اذكرها (   )

<u>Part two</u>: Please read each of the following statements and tick (✓) the most appropriate option reflecting your response to the statements.

<u>الجزء الثاني</u>

فيما يلي مجموعة من العوامل المؤثرة في التسرب الوظيفي ، الرجاء وضع إشارة (✓) في المربع الذي يعبر (من وجهة نظرك) عن مدى موافقتك على كل عامل من هذه العوامل.

التقييم					العبـــــارات	الر
Organizational support**المحور الأول: الالتزام التنظيمي** **Affective commitment أولا : الالتزام العاطفي**						
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**سأكون سعيدا جدا لقضاء بقية حياتي المهنية في هذه الشركة** I would be very happy to spend the rest of my career in this organization.	**1**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**أنا اشعر أن مشاكل هذه الشركة تخصني** I really feel as if this organization's problems are my own	**2**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**اشعر أنني فرد من عائلة في هذه الشركة** I feel like " part of the family" at my organization	**3**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**امتلك شعور قوي بالانتماء لهذه الشركة** I do not feel a strong sense of "belonging" to this organization	**4**
Organizational Support **المحور الأول: الالتزام التنظيمي** Continues commitment **ثانياً : الالتزام المستمر**						
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**سوف يكون من الصعب علي أن اترك الشركة الآن حتى لو أردت ذلك** It would be very hard for me to leave this organization right now, even if I wanted to….	**5**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**بقدر رغبتي بالبقاء بهذه الشركة فوجودي بها حاليا يعتبر أمرا ضروريا ومهما** Right now, staying with this organization is a matter of necessity as much as Desire	**6**

غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**اعتقد أنني امتلك خيارات قليلة جدا للتفكير في مغادرة هذه الشركة** I feel that I have too few options to consider leaving this job	**7**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**جزء كبير جدا من حياتي سوف يتعطل إذا قررت ترك الشركة التي اعمل بها حاليا.** Too much of my life would be disrupted if I decided I wanted to leave my organization right now	**8**
المحور الأول: الالتزام التنظيمي Organizational support **ثالثاً : الالتزام المعياري** Normative commitment						
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**سوف اشعر بالذنب إذا تركت هذه الشركة الان.** I would feel guilty if I left my organization now	**9**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**هذه الشركة تستحق ولائي** This organization deserve my loyalty	**10**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**أنا مدين بالجميل والعرفان كثيراً لهذه الشركة** I owe a great deal to my organization	**11**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**لا ارغب في ترك عملي في الوقت الحالي لاني لدي أحساس بالالتزام تجاه زملائي في الشركة** I would not to leave my organization right now because I have a sense of obligation to the people in it	**12**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**اشعر انه من الجيد البقاء في الشركة وان تطلبت المصلحة الشخصية غير ذلك** Even if it were to my advantage, I do not feel it would be right to leave	**13**
المحور الثاني: توفر الفرص البديلة Perceived Alternatives opportunities						

14	**اذا استقلت من وظيفتي الحالية فان فرص إيجاد وظيفة بديلة بنفس المستوى او افضل من الوظيفة الحالية تبدو ضئيلة منخفضة او قليلة** If I quit my current job, the chances that I would be able to find another job which is as good as, or better than my present one is low	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
15	**إذا اضطررت لترك هذه الوظيفة فلن أتمكن من ايجاد وظيفة جيدة خلال وقت قصير.** if I have to leave this job, I would not have another job as good as this one within a Little times	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
16	**اعتقد أن البحث عن عمل بديل أمر مكلف** it would be not easy to find acceptable alternative employment	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
المحور الثالث: الدعم التنظيمي Organizational Support						
17	**اشعر بالإنصاف في المعاملة من قبل الادارة.** I feel treated fairly	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
18	**اعتقد أن الشركة تعطي الاعتبار الكافي لاحتياجاتي ورغباتي ومتطلباتي الشخصية .** I think the firm gives sufficient consideration to the needs, desires, and demands of the personal lives of its employees	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
19	**اشعر أن الأداء الجيد في الشركة يقابل بالمكافأة .** I feel that high performance is rewarded in this organization	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
20	**الشركة التي اعمل بها تتسامح معي في أخطائي غير المقصودة .** This organization forgave my honest mistake	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐

غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**الشركة التي اعمل بها تولي اهتماما ملحوظا بتحقيق الرضا للعاملين** This organization cares about my general satisfaction	**21**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**تقوم الشركة بدعمي وتشجيعي لتطوير قدراتي ومهاراتي وتحقيق اهدافي.** My company strongly considers my goals and values	**22**
المحور الرابع: ضغط العمل Job Stress						
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**اشعر ان العمل مع زملائي كل يوم لا يسبب لي توتر حقيقي.** A feeling that working with people all day is really a strain for you	**23**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**لا اشعر بالملل عندما أواجه يوم جديدا من العمل.** A feeling of being fatigued when you get up in the morning and have to face another day on the job	**24**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**هنالك الكثير من المسؤوليات في وظيفتي ولكن امتلك السلطة الكافية للقيام بها.** My job has a lot of responsibility, but I don't have very much authority	**25**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**انا لا احتاج الكثير من الوقت للقيام بعمل متميز.** I don’t need much time to do better job I could usually do a much better job if **I** were given more time	**26**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**اشعر بالأمان الوظيفي في الشركة التي اعمل بها** My workplace environment is not very pleasant or particularly safe	**27**
غير موافق بشدة ☐	غير موافق ☐	محايد ☐	موافق ☐	موافق بشدة ☐	**عملي في العادة لا يتعارض مع التزاماتي الاجتماعية والأسرية واحتياجاتي الشخصية** My job often interferes with my family and social obligations or personal needs	**28**
المحور الخامس: الرضا الوظيفي Job satisfaction						

#	العبارة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
29	**اشعر بالرضا التام إلى حد كبير في عملي.** I feel fairly well satisfied with my job	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
30	**لدي الثقة بان الشركة تحافظ على الموظفين المتميزين بالعمل وهذا الأمر يشجعني ويحفزني.** I have trust that the organization retained the qualified employees	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
31	**أرى أن عملي ذو قيمة وأهمية بالنسبة لي** My job is usually worthwhile	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
32	**اعتقد ان العمل الذي أقوم به ممتع** I find real enjoyment in my job	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
33	**معظم الأيام أكون فيها متحمساً في أداء عملي.** Most days I am enthusiastic about my job	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
المحور السادس : النية لترك العمل Turnover Intention						
34	**لا اعتقد أني سأستقيل من هذه الشركة** I don't think about quitting this organization	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
35	**ليس من المحتمل ان ابحث عن وظيفة في شركة أخرى** I would not likely search for a position with another employer	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐
36	**ليس من المرجح ان اترك هذه الشركة السنة القادمة** It is not likely that I will leave this organization the next year	موافق بشدة ☐	موافق ☐	محايد ☐	غير موافق ☐	غير موافق بشدة ☐

*** الرجاء إبداء أي ملاحظات قد تراها مناسبة لهذا البحث:**

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شكرا جزيلا لتعاونكم معنا

Appendix II
Summery of Pervious Studies

Author(s)	Title of study	Country/sample size	Variables	results
Camp (1993).	Assessing the effects of organizational commitment and job satisfaction on turnover	the data for the study come from a subsample (N=3608)	This research examined the effects of two types of subjective measurement of work environment, job satisfaction and organizational commitment, which are often thought to be related to turnover	The study From the main results organizational commitment was found to be significant predictor of organizationally relevant behavior turnover and there was no evidence from this study of workers in one public sector agency that job satisfaction has any effect on voluntary turnover.
Bhuian And Al-Jabri 1996	Expatriate turnover tendencies in Saudi Arabia.	in this study , convenience sample of 504 expatriate employees was drawn via drop-off and pick-up methods from a variety of establishments located in the major metropolitan area of Saudi Arabia.	The researchers were explored turnover tendencies among expatriate employees in Saudi Arabia. By using the job satisfaction (extrinsic and intrinsic) and employee characteristics as independent variables and their impact on turnover	The main findings of this study were that expatriate employees' characteristics are unrelated to their turnover tendencies.

Lok and Crawford (1999)	"The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development	The sample consisted of nurses drawn from seven large hospitals located in the Sydney metropolitan region . 258 nurses	The main aim of this study was investigate the relationship of organizational culture and subculture with commitment. Also of interest was the relationship of these variables with leadership style, job satisfaction and subject characteristics such as age, level of education and job tenure	Both organizational and subculture variables were significantly correlated with commitment. However, it was observed that subculture had a stronger association with commitment than organizational culture
Linz (2002),	Job Satisfaction Among Russian Workers	1,200 Russian employees	This paper analyzed the nature and scope of job satisfaction among Russian workers	The results were robust across all seven job satisfaction measures how individuals view work in general is more important than age, gender, or other objective respondent characteristics in identifying which workers will express a high level of job satisfaction
Akua Kyei-Poku (2002);	"Satisfaction With A Merger, Its Impact On Organizational Commitment And Turnover intentions: Canadian	. Employees of a Canadian financial institution (N=73)	tried in his study to examine the impact employee post-merger satisfaction has on employee organizational commitment and turnover intentions	The results of the study provided evidence for the relationship between satisfaction with a merger and the affective and normative components of organizational commitment. Support was also found for the hypotheses that proposed that affective and normative commitments are negatively correlated with turnover intentions

	Evidence			
Williams (2003)	Job Stress, Job Satisfaction, and Intent to Leave Employment among Maternal-Child Health Nurses	sample of 30 nurses from the Women's Center of a regional non-profit hospital	attempted to explore the relationships between Job Stress, Job Satisfaction, and Intent to Leave Employment	Correlations between the three variables demonstrated a moderate inverse relationship between Job Satisfaction and Intent to Leave Employment but no significant relationships between the other variables
Dore (2004),	The relation Between Job Characteristics, Job satisfaction, And Turnover Intention Among Software Developers		This study was designed to further understand the relationships between job characteristics, job satisfaction ,and turnover intention	Identified in the study as statistical significant job characteristics that can be influenced by management are training , autonomy, feedback, number of developers, task significant, and skill variety. With the results of this study, management can better understand the unique needs of software developers and design development jobs to ensure that these needs are met.
Arndt . Todd J. Arnold Timothy D. Landry.2006	The effects of polychronic-orientation upon retail employee satisfaction and turnover	313 employee.	The researchers Introduced polychronic-orientation, or an employee's preference for switching between multiple tasks within the same time-block, as an employee trait with important implications for retail employee turnover.	This study demonstrated empirically that a polychronic-orientation has both direct (employee fit) and indirect (through fairness perceptions) effects on retail employee satisfaction. Moreover, by exploring these effects across career stages, polychronicity is revealed to be a stable and enduring trait but one whose impact is magnified in early stages of the retail career. Implications for hiring and employee education are

				derived. 1
Isaiah O. Ugboro,2006	Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit Among Survivors of Restructuring and Downsizing		This study is designed to determine the relationship between job redesign, employee empowerment and intent to quit measured by affective organizational commitment among survivors of organizational restructuring and downsizing.	The results show statistically significant positive relationships between job redesign, empowerment and affective commitment. It therefore, provides empirical data to support theoretical models for managing and mitigating survivors' intent to quit and subsequent voluntary turnover among survivors of organizational restructuring and downsizing. The implications of these findings, which suggest expanded roles for job redesign and employee empowerment, are discussed.
Sarminah Samad (2006)	The Contribution of Demographic variables: Job Characteristics and Job Satisfaction on Turnover	. The sample consisted of 292 IT staff in Telecom Malaysia.	contribution of demographic variables, job characteristics and job satisfaction on turnover intentions	The study found that demographic variables, job characteristics and job satisfaction had a significant contribution and negative effect on turnover intentions. The study revealed that job satisfaction accounted for larger variance in turnover . intentions than from job characteristics. The

				finding also revealed that job satisfaction had more effect on turnover intentions than from job characteristics
Abdul Rahman, S. M. M. Raza Naqvi and M. Ismail Ramay,(2008)	Measuring Turnover Intention: A Study of IT Professionals in Pakistan	100 employees	The focus of this study was on three independent variables namely job satisfaction, organizational commitment and perceived alternative job opportunities that are thought to be associated with turnover intentions	The findings revealed that job satisfaction and organizational commitment had negative effect on turnover intentions, whereas perceived alternative job opportunities had significant positive correlation with turnover intentions and are the major factor associated with turnover intention among IT Professionals in Pakistan. Implications for managers are also discussed.
Foong-ming, Tan(2008)	Linking Career Development Practices to Turnover Intention: The Mediator of Perceived Organizational Support	357 Malaysian knowledge workers	investigated the mediating role of perceived organizational support (POS) in linking career development practices (CDP) with turnover intention	This study 's results revealed Organizational rewards, career development opportunities, supervisory support and internal promotion showed positive relations with POS and negative relations with turnover intention

Baek-Kyoo (Brian) Joo (2008)	" The Antecedents and Consequence of Organizational Commitment: The Roles of Organizational Learning Culture, Leader-Member Exchange Quality, and Turnover Intention"	516 employees OF Korea employees	This paper investigated the impact of organizational learning culture and leader-member exchange (LMX) quality on organizational commitment and eventually on employee's turnover intention	Employees exhibited the highest organizational commitment, when the organization had a higher learning culture and employees were supervised in a supportive fashion. Employee's turnover intention was fully mediated by organizational commitment.
Khatibi, Asadi and and Hamidi (2009)	"The Relationship Between Job Stress and Organizational Commitment in National Olympic and Paralympic Academy"	n=59 / Paralympic Academy (NOPA) employees /Iran	The purpose of this research was to study the relationship between job stress and organizational commitment	The results indicated a negative significant relationship between job stress and organizational commitment, affective commitment and normative commitment, but there was not a significant relationship between job stress and continuance commitment
Lew (2009)	The Relationships between Perceived Organizational Support, Felt Obligation,		The main objective of this paper is to examine the relationships between perceived organizational support (POS), felt obligation,	This study suggest that POS has not only a direct influence on organizational commitment, but also an indirect impact via felt obligation. However, the influence of POS on turnover intention is only through the indirect effect

	Affective Organizational Commitment and Turnover Intention of Academics working with Private Higher Educational Institutions in Malaysia		affective organizational commitment and turnover intention	via affective organizational commitment. POS was found to have both a direct impact on affective organizational commitment POS has a insignificant direct effect on employees' turnover intention
Ali and Baloch,2009	Predictors of Organizational Commitment and Turnover Intention of Medical Representatives (An Empirical Evidence of Pakistani Companies)	Data was collected through time tested questionnaires from two hundreds and eighty three (283) medical representatives of national pharmaceuticals companies in Pakistan	This study aimed to investigate the the impact of role ambiguity, role conflict and work-family conflict on organizational commitment and turnover intention of medical representatives of national pharmaceuticals companies of.	The main results of this study showed a significant negative association between Role Ambiguity and Commitment, Role Conflict and Commitment, Work to Family Conflict Commitment and Turnover Intention while a significant positive correlation between Role Ambiguity and Turnover Intention, Role Conflict and Turnover Intention and Work to Family Conflict and Turnover Intention was found. Regression analysis indicates that 50% of turnover intention can be attributed to work family conflict, role ambiguity and role conflict. Regression analysis also shows that 16 % of organizational commitment can be

				attributed to work family conflict, role ambiguity and role conflict.
Grob And Cherdch 2010	The impact of employee's satisfaction, organization commitment and work commitment to turnover intention: A case study of IT outsourcing company in Thailand	122 outsourcing employees from IT outsourcing company located in Bangkok and metropolitan area.	In this study the researchers tried to find out the relationships of employees' job satisfaction, organization commitment and work commitment on the turnover intention.	The results were shown that employees agree that job satisfaction and organizational commitment have no effect on their turnover intention, except only work commitment that effect on their turnover intention decision.
Khan, Farooq, Syed (2010)	The Impacts of Employees Job Stress on Organizational Commitment"	the sample of study was 151 public and private and public sector employees of oil and gas sector in Pakistan	they investigated the impact of Job Stress on Commitment	The results revealed that stress is positively related to overall organizational commitment. Additional analysis shows that affective and continuous commitment is positively related to job stress, while we did not found significant link between normative commitment and Job stress.
Khurram et al 2011	Work-Life Policies and Job Stress as Determinants of Turnover Intentions	Customer Service Representatives in Pakistan, 118 customer service representatives	This study examines the relationship of the work life policies and job stress to the turnover intentions	Results of the study showed negative relationship of turnover intention with work life policies and positive relationship with job stress.

		(CSRs)		

Appendix III
Judiciary group

1	Dr. Medhat AL-Tarawneh	Mutah University
2	Dr. Hisham Mobaideen	Mutah University
3	Dr. Faisal M. Shawawreh	Mutah University
4	Dr. Samer AL- Mohammad	Mutah University
5	Dr. Raid. M. AL-Adaileh	Mutah University
6	Dr. Asaad Al-Ali	Mutah University
7	Dr. Rasha al diyat	Mutah University